

# Euclid PLACE<sup>3</sup>S Revitalization Program



A Joint Community Planning Program of the City of San Diego,  
the Fourth Council District, the San Diego Association of  
Governments, the California Energy Commission, and the Lincoln  
Park, Chollas View, Emerald Hills and Valencia Park  
Neighborhood Councils

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# 1. Executive Summary

## Introduction

Energy-efficient community planning is gaining a strong foothold in San Diego. This report describes the two year process that brought five levels of government—from federal agencies to neighborhood councils—together in a process that helped each meet their own objectives and provide direction that is now changing the way planning is done in San Diego. The PLACE<sup>3</sup>S planning method was the cornerstone of the Euclid Revitalization Program. PLACE<sup>3</sup>S, an acronym for **PL**anning for **C**ommunity **E**nergy, **E**conomic and **E**nvironmental **S**ustainability, is an innovative planning method that carefully integrates structured public participation, land use planning and design, and computer-assisted mapping and analysis tools to help communities, through a less contentious planning process, to arrive at a plan that will reduce energy consumption and save households money, attract jobs and development, reduce auto dependency and air pollution, and create more open space.

Although the organizing principle provided by the California Energy Commission's PLACE<sup>3</sup>S program was energy-efficiency, energy efficiency was never the main focus of the project. Instead, all participants worked together to attain their *own* goals, including bringing much needed jobs and housing options to the community, filling gaps in commercial and public services, improving the quality of life of their children by improving recreational facilities, and protecting the creeks and native open space. When all was said and done, the Community Preferred Plan that came from 12 months of citizen meetings delineated a community that would require less energy per capita than either the existing community or the community that was likely to be developed based upon the prevailing plans.

Why did this happen? Because the cost and environmental effects of energy use are much more significant than many people realize. So significant, in fact, that when energy use is carefully measured and the cost and environmental effects of each community revitalization alternative are presented to the citizens who will live in the community, in most instances the citizens choose to use energy-efficient community design options, reduce dependence on automobiles, and keep dollars in their community.

The PLACE<sup>3</sup>S method was used to provide citizens with clear maps and charts of their own community showing a range of land use choices and the economic and environmental benefits that could be expected from each choice. Trade-offs were made and, because site-specific and well-understood information

The Euclid Trolley Station PLACE<sup>3</sup>S team established the study area based on neighborhood and census boundaries, physical barriers and existing planning documentation. The team met with a broad range of stakeholders in the community and assembled a comprehensive advisory committee consisting of residents, neighborhood planning councils, school principals, local business owners, and developers.

The first meeting of the Citizens' Advisory Committee was held on May 22, 1996 at the Tubman-Chavez Cultural Center. The Advisory Committee continued to meet on a monthly basis through the end of 1996 and into early 1997 to develop their Community Preferred Plan.

Early in the project, the Advisory Committee established an overall vision statement for guiding the development of the community's plan. The Vision Statement is as follows:

*We want this community to be a unique, ethnically diverse neighborhood that people are proud to live and do business in, and places the education and nurturing of its children in the highest priority.*

The Committee also identified a list of values which included statements about the community, pride, education, economics, opportunity, safety, affordability, and beautification. Each alternative development plan created during the project was measured against the community's vision and values.

To develop a baseline from which all alternatives would be compared, the team collected and mapped data describing the existing conditions of the community and entered the information into the INDEX model. Much of the information was available from existing sources, including SANDAG and the Regional Urban Information System for the City and County of San Diego. The INDEX database, which will remain with the City of San Diego, will be supplemented with additional information over time and used by city planners, citizens, and elected officials to track and measure incremental progress toward community goals. The database also will be available to developers who can use the model to help locate construction opportunities that fit well with the community's vision and values. Baseline documentation revealed that households in the study area earn only 60% of San Diego's median income and spend 8% of that income on energy. Also, 25% fewer households own automobiles than the city average.

Next, the team developed the Existing Policies Alternative, which was a view of the community in 2015 if developed based on current economic and market trends, and existing city and community plans and regulations. INDEX

model is now property of the City of San Diego Community and Economic Development Department. Two levels of INDEX training were provided, one for city council, planning department and other agency staff, and another for Geographic Information Systems operating staff. INDEX will be used to analyze any proposed modifications to the community's plan and to track the energy, economic and air quality benefits of the plan as it is implemented.

The Jacobs Family Foundation, a non-profit organization, is coordinating with members of the project team, the Advisory Committee, and other members of the community to identify potential strategies to implement some of the recommendations in the Community Preferred Alternative. In particular, a nearly vacant eighteen-acre industrial property, south of the Euclid Avenue Trolley Station, is the subject of a development proposal that may accomplish many items in the community's vision and values statement. To encourage implementation of the community's vision and values, the team provided site designs that integrated many of the community's desired land uses—including an amphitheater, grocery and drug stores, office space and a vocational/technical training facility—in a way that encourages energy savings and creates a neighborhood center for business and social activities. Implementation of the Community Preferred Alternative will require a continued partnership between the Citizens' Advisory Committee and other community groups, local government staff, SANDAG, the Energy Commission and other state and federal agencies.

## 2. PLACE<sup>3</sup>S Method Overview

**PLACE<sup>3</sup>S** (an acronym for **PL**anning for **C**ommunity **E**nergy, **E**conomic and **E**nvironmental **S**ustainability) is an innovative planning method that combines public participation, land use planning and design, and computer-assisted quantification tools to help communities produce land use plans that will save money, create jobs and reduce air pollution. By describing each alternative plan in terms of energy consumption, energy cost and energy-related air emissions, PLACE<sup>3</sup>S creates an information base that functions as a common yardstick, empowering a community to compare components of each plan "apples-to-apples," make informed trade-offs, and arrive at a consensus plan that is broadly supported and implemented. The PLACE<sup>3</sup>S method is discussed in detail in *The Energy Yardstick: Using PLACE<sup>3</sup>S to Create More Sustainable Communities* available from the California Energy Commission or on the U.S. Department of Energy's Web Site at <http://www.sustainable.doe.gov/>.

PLACE<sup>3</sup>S was designed specifically for local and regional planning agencies. The method functions within normal planning operations via a familiar five step process. Broad stakeholder involvement and quantification of energy, economic and environmental effects are important components of each step.

### The PLACE<sup>3</sup>S Process:

#### **STEP 1: Start Up and Identify Existing Conditions**

Establish the geographic scope of the project and its relationship to other planning projects affecting the study area. Begin stakeholder involvement by creating a long-term vision for the study area and selecting indicators to evaluate each alternative. Collect data needed to document existing conditions.

#### **STEP 2: Establish the Business-as-Usual Alternative**

Measure the energy efficiency of the community as it likely would become if all current policies and market trends remain unchanged throughout the planning period. This

#### **What are PLACE<sup>3</sup>S and INDEX<sup>®</sup>?**

PLACE<sup>3</sup>S is an acronym for **PL**anning for **C**ommunity **E**nergy, **E**conomic and **E**nvironmental **S**ustainability. It is an urban planning method developed by a partnership of the state energy offices of California, Oregon and Washington to help communities find, support and adopt comprehensive policies that improve sustainability. INDEX<sup>®</sup> is proprietary software developed by Criterion Planners/Engineers to assist communities in applying the PLACE<sup>3</sup>S method. It requires ArcView<sup>™</sup> from ESRI, Inc. and a 486 PC (or MAC) with 32 MB of RAM and 100 MB of hard drive storage for larger studies.

- Step 1: Start Up and Identify Existing Conditions*  
Neighborhood and Regional Information (Meeting #1)  
Neighborhood Values and Criteria (Meeting #2)  
Existing Conditions (Meeting #3)
- Step 2: Establish Business-as-Usual Alternative*  
Existing Policies Design (Meeting #4)
- Step 3: Create and Analyze Alternatives*  
PLACE<sup>3</sup>S Design (Meeting #5)
- Step 4: Create the Preferred Plan*  
Compare and Contrast Designs (Meeting #6)  
Community Preferred Design (Meeting #7)
- Step 5: Adopt, Implement, Monitor and Revise*  
Implementation Strategies (Meeting #8, 9, 10)

## **In Appendix A**

- Agendas for the ten Advisory Committee meetings.
- Work flow diagram outlining the purpose for each meeting and major tasks and products.



### 3. Start Up and Identify Existing Conditions (Step 1)

#### Site Selection

The site selection process was a joint effort of the Energy Commission and SANDAG. First, SANDAG's Regional Growth Management Committee, composed of Planning Directors from all jurisdictions in the San Diego region, was presented with a summary of the planning opportunity and asked of their individual interest in applying the PLACE<sup>3</sup>S method to a specific neighborhood in their jurisdiction.

Site selection criteria (appearing on page 12) were prepared to guide the site selection process and help ensure the site and the host jurisdiction would contribute to a successful demonstration of the PLACE<sup>3</sup>S method.

SANDAG investigated sites throughout the region based on input from members of the Regional Growth Management Technical Committee. Several sites within the City of San Diego met many of the criteria. After site visits and detailed discussions with city planning staff, the Euclid Avenue Trolley Station area was selected. The boundary of the study area was further refined at the agency kick-off meeting.

*LESSON LEARNED: The boundary of the study site should have been finalized with the input of the Citizens' Advisory Committee at an early public meeting. The PLACE<sup>3</sup>S team felt the need to define the project study area early so that we could begin collecting data and make a clear project presentation to neighborhood councils and others. However, hind sight tells us that we would have had a more useful project area and database, one that matched more closely with established neighborhood divisions, if we had the benefit of citizen input.*

The site chosen for the PLACE<sup>3</sup>S project is a 500-acre area that surrounds the Euclid Avenue Trolley Station in the City of San Diego's Southeastern Community Planning Area and in the heart of the Fourth Council District. The intersection of Euclid Avenue and Market Street is in the center of the study area. This intersection marks four common corners of the communities included in the study area: Lincoln Park, Chollas View, Emerald Hills, and Valencia Park. Figure 3-1 shows the location of the project area within the City of San Diego and Figure 3-2 shows the study area parcel map, with major streets and the two trolley stations at 47th Street and Euclid Avenue.

Figure 3-1  
Study Area Context

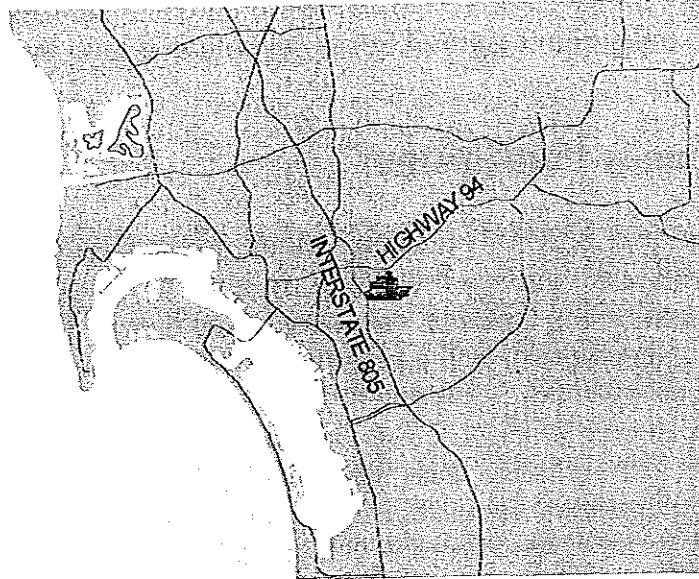
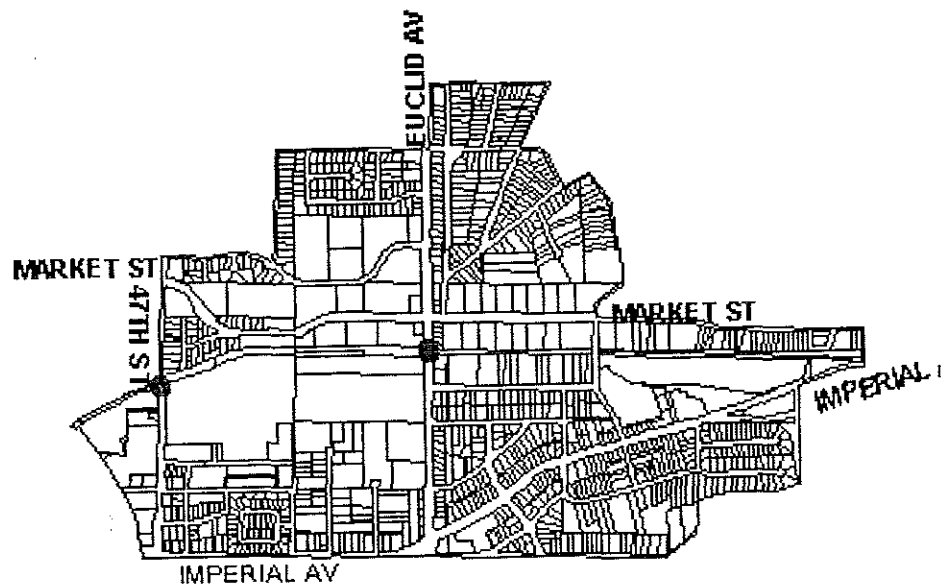


Figure 3-2  
Study Area Parcel Map



## Agency Kick-Off Meeting

In February 1996, SANDAG hosted a meeting with government agency representatives and the PLACE<sup>3</sup>S consultants to discuss the data needs for the PLACE<sup>3</sup>S project and to outline the roles and responsibilities of the project team. Representatives from the following agencies were invited to attend:

California Energy Commission  
California Department of Transportation  
City of San Diego Community and Economic Development Department  
City of San Diego Fourth District Council Office  
Metropolitan Transit Development Board  
San Diego Association of Governments  
San Diego County Air Pollution Control District  
Southeastern Economic Development Corporation

The meeting introduced all the agency representatives to the PLACE<sup>3</sup>S project and outlined the need for agency cooperation and coordination during the planning process. The site boundaries were discussed and an inventory of the existing data that had been collected was presented. The consultants discussed additional data needs and solicited the cooperation of the agency representatives for obtaining the data. The agency representatives were asked to participate in the monthly Citizens' Advisory Committee meetings. Project updates were provided to agency participants during SANDAG's Regional Growth Management Technical Committee meetings.

## Key Features of the Neighborhood

The first meeting of the Citizens' Advisory Committee was held on May 22, 1996 at the Tubman-Chavez Cultural Center, the location for all the meetings. The Advisory Committee began its activities by participating in a small group exercise to collect information about key features of the community. Participants were divided into four groups, given oversize maps and markers, and asked to identify and locate important community features. On maps each group marked:

<b>Activity Centers:</b>	<i>Where do people come together? Why?</i>
<b>Landmarks:</b>	<i>What physical features (i.e. buildings, natural features) do people identify with the area?</i>
<b>Pathways:</b>	<i>How do people get around within the area? How do they get in and out of the area?</i>
<b>Edges/barriers:</b>	<i>What features (natural or built) restrict or limit people's movement in the area?</i>

- Vacant and blighted properties in core areas
- Lack of recreation facilities
- Lack of architectural continuity
- Underutilized Chollas Creek

The information gathered from both group activities was compiled onto one map and stored in INDEX. It was referred to later by the consultant team to direct the development of the PLACE<sup>3</sup>S Alternative. The Community Assets and Opportunity Areas Map is found in Appendix B.

## **Existing Conditions Purpose, Measurement and Evaluation**

The consultants reviewed existing plans and policy documents including the Southeastern San Diego Community Plan; SANDAG Regional Economic Prosperity Strategy; Project First Class; Southeast San Diego Planned District Ordinance; Central Imperial Redevelopment Plan; Vacant, Boarded Buildings Inventory; 1995 Capital Improvement Program Memorandum-Southeast San Diego; City of San Diego TOD Design Guidelines; Preliminary Report for the Central Imperial Redevelopment Project Area; Land Use Distribution Element of the Regional Growth Management Strategy; San Diego Regional Energy Plan; and the 1991 Congestion Management Program (CMP), including the 1994 CMP Update and 1994 CMP/TIR Guidelines. A summary of each document was prepared for the Advisory Committee (see Appendix B).

The consultants also constructed a parcel-specific database by compiling information available from the City of San Diego, SANDAG, RUIS and other sources to describe existing conditions in the community. A visual reconnaissance of the study area was conducted to verify and update the existing conditions data. This information was shared with the Advisory Committee at the third meeting using poster-size land use maps and the multimedia capability of the INDEX model (charts, photographs and videos). The Advisory Committee was encouraged to comment on the existing conditions information so that inaccuracies could be identified and consensus among participants could be reached. An example of the type of information entered into the INDEX database is shown in Table 3-1.

A comparison of 1990 household and employment characteristics for the community with the same data averaged for the entire city of San Diego revealed some interesting findings (see Table 3-2). It was discovered that the community's median household income is 40 percent lower than the city average, and well over twice as many incomes fall below the poverty level. It was also found that 25 percent fewer households own automobiles than the city

were expressed as change in a set of indicators of resource efficiency. A total of thirty-seven indicators were used to measure energy use, energy costs, air pollution, traffic, housing and employment and many other critical factors that contribute to the attainment of the community's vision and values. Table 3-3 shows how nine of the thirty-seven indicators were scored for the 1995 Existing Conditions INDEX analyses. The full set of indicators and a comparison of each planning alternative's scores are found in Appendix B. The scores for 1995 Existing Conditions were used as the baseline from which each alternative was compared. The INDEX scoring provided additional information for the Citizens' Advisory Committee to use for evaluating alternatives. (A document summarizing the data and analysis produced by the INDEX software is available from the Energy Commission. See contact information page of this report for a copy.)

**Table 3-3**  
**1995 Existing Conditions Indicator Scores**

<b>Indicator</b>	<b>1995 Existing Conditions</b>	<b>2015 Existing Policies</b>	<b>2015 PLACE<sup>3</sup>S</b>	<b>2015 Community Preferred</b>
Neighborhood completeness (Percent of key services present or within 1 mile)	83			
Job balance (Ratio of total jobs versus total dwellings)	0.65			
Auto dependency (Percent of all person trips made by auto)	71			
Trolley-oriented residential density (Average number of dwellings per gross acre within 1/4 of trolley stops)	3.4			
Trolley-oriented employment density (Average number of employees per gross acre within 1/4 mile of trolley stops)	4.0			
Recreation proximity (Percent of dwellings within 1/4 mile of a park or school yard)	66			
Energy consumption (Energy consumed for all purposes by residents in MMBtu per resident per year)	33.7			
Air pollution (Carbon monoxide emitted by resident uses, in pounds per resident per year)	88			
Global warming (Carbon dioxide emitted by resident uses, in pounds per resident per year)	12,936			

Ten students, two from each class, were selected via lottery to analyze the data contained in the tables turned in by each student. The results of their work are presented in Appendix B. In summary, the student data show that:

- Very diverse recreational and leisure time interests exist throughout the project area.
- The activities which ranked highest in interest among those surveyed include basketball, football, lap swimming, softball, bike riding, tennis, and volleyball.
- Many of the activities identified as needed could be placed within existing community facilities (e.g., a museum to display the work of local artists).
- Some of the recreational needs that currently result in travel outside of the study area may be grouped into a new or modified facility within the project area (e.g., tennis, badminton, movie theater, video arcade and teen club).

The work of the students and Mr. Benson has contributed valuable insights into the recreational and leisure time needs of both the youth and adults of the Euclid PLACE<sup>3</sup>S Study. The information was displayed during the Community Preferred Design Charrette to help guide the preparation of the community's plan. The ten students who compiled the data participated in the design effort and met many community leaders. Each student received a certificate of recognition from the California Energy Commission for their valuable contribution. These students are:

Carolina Cedeno  
Aaron Sanders  
Nia McRae  
Jinicia Davis  
Charlene Marsau  
Jameryl Robinson  
Christina Ruth  
Annie ChanthanySouk  
Sara Laccone  
Leslie Duke Barret

## **4. Establish Business-as-Usual Alternative (Step 2)**

### **Purpose of Existing Policies Design**

The next step in the PLACE<sup>3</sup>S method is to project Existing Conditions to the end of the planning horizon to create the Business-as-Usual Alternative. The Business-as-Usual Alternative, called the Existing Policies Design for the Euclid Trolley Station project, was a view of the community in 2015 if developed based on current economic and market trends, and existing city and community plans. The assumptions and methodology for constructing the Existing Policies Design are summarized in the August 21, 1996 memo from McKeever/Morris found in Appendix C. The purpose for creating the Existing Policies Design was to understand the strengths and weaknesses of allowing development to continue on a "business-as-usual" course. This understanding helped the consultants and the Advisory Committee to develop alternatives which better met the community's Vision and Values.

### **Design**

The land use map for the Existing Policies Design appears in Appendix C.

### **Measurement**

The Existing Policies Design was evaluated and compared to 1995 Existing Conditions (see Table 4-1 and Appendix B). For a detailed discussion of the energy implications of the Existing Policies Design see the October 8, 1996 memo from Criterion summarizing the INDEX modeling results in Appendix C.

### **Committee Evaluation and Scores**

In addition to the INDEX analysis, each member of the Advisory Committee evaluated how well (high, medium, low) they thought the Existing Policies Design met their Vision and Values. Only slightly more than one quarter of the citizens believed that this alternative had a high probability of meeting their vision and values. The scores from this voting exercise are shown in Table 4-2.

**Table 4-2**  
**Existing Policies Design Scores**

	HIGH	MEDIUM	LOW
<b>VISION STATEMENT</b> <i>We want this community to be a unique, ethnically diverse neighborhood that people are proud to live and do business in, and places the education and nurturing of its children as its highest priority.</i>	38%	50%	12%
<b>VALUES:</b>			
<b>PRIDE</b>	42%	42%	16%
<b>EDUCATION</b>	25%	50%	25%
<b>ECONOMICS</b>	0%	33%	67%
<b>OPPORTUNITY</b>	0%	29%	71%
<b>SAFETY</b>	29%	43%	28%
<b>AFFORDABILITY</b>	67%	33%	0%
<b>BEAUTIFICATION</b>	25%	25%	50%
<b>AVERAGE</b>	28%	38%	34%

### In Appendix C

- Existing Policies Design land use map.
- August 21, 1996 memo summarizing the assumptions and methodology used to create the Existing Policies Design.
- Memo dated October 8, 1996 summarizing the INDEX modeling results.



## **5. Create and Analyze Alternatives (Step 3)**

### **Purpose of the PLACE<sup>3</sup>S Design**

The PLACE<sup>3</sup>S Alternative, called the PLACE<sup>3</sup>S Design for the Euclid Trolley Station Project, was a consultant-prepared plan that emphasized resource efficiency. The purpose of this alternative was to help the Advisory Committee understand how the efficient use of all forms of energy could contribute to improving their economy, environment, and quality of life. The PLACE<sup>3</sup>S Design was presented to the Committee at their fifth meeting.

### **Design**

The consultants used the information collected during the mapping exercises at the first two meetings as the starting point for preparing the PLACES Design. The Committee's input on key area features and community assets and opportunities served as the framework. To this framework, the consultants added energy-efficient design features from the "menu" of PLACE<sup>3</sup>S efficiency measures. The energy-efficiency techniques which were integrated into the PLACE<sup>3</sup>S Design are found in Figure 5-1.

In general, the PLACE<sup>3</sup>S Design was focused on locating employees, residents and a needed set of commercial services near transit. To reduce automobile use, it was necessary to increase the number of people living and working in the central portion of the study area. The PLACE<sup>3</sup>S design included residential units over commercial space and both townhouses and apartments. The design also provided amenities for safely walking and bicycling throughout the community and additional parks and open space to enhance socialization opportunities. The land use map for the PLACE<sup>3</sup>S Design is found in Appendix D. The PLACE<sup>3</sup>S design was scaled back some to allow for a strong community preference to leave a large mobile home park across the street from the 47th Street Trolley Station. For a detailed discussion of the PLACE<sup>3</sup>S Design refer to the October 16, 1996 memo from McKeever/Morris in Appendix D.

### **Measurement**

The INDEX model was used to calculate thirty-seven measures of resource efficiency for the PLACE<sup>3</sup>S Design and then compare this data to related data generated for 1995 Existing Conditions and the Existing Policies Alternative (see Table 5-1 and Appendix B). The results of this analysis were presented to the

PLACE<sup>3</sup>S and INDEX compare alternatives fairly, promoting greater public understanding and reducing conflict. By making clear the relative differences among alternatives, more informed decisions and trade-offs can be made by citizens, public agencies and elected officials.

After evaluating the PLACE<sup>3</sup>S Design, the Advisory Committee was asked how they would like to begin developing their Preferred Alternative. The Committee was given the option to use either the Existing Policies or PLACE<sup>3</sup>S Design as a foundation to build upon, or to reject both and begin with a "clean slate." The Advisory Committee unanimously voted to begin with the PLACE<sup>3</sup>S Design. In a clear sign of ownership, one member said that he didn't want to scrap this alternative after all their hard work.

**Table 5-1**  
**2015 PLACE<sup>3</sup>S Indicator Scores**

<b>Indicator</b>	<b>1995 Existing Conditions</b>	<b>2015 Existing Policies</b>	<b>2015 PLACE<sup>3</sup>S</b>	<b>2015 Community Preferred</b>
Neighborhood completeness (Percent of key services present or within 1 mile)	83	83	95	
Job balance (Ratio of total jobs versus total dwellings)	0.65	0.64	0.66	
Auto dependency (Percent of all person trips made by auto)	71	70	67	
Trolley-oriented residential density (Average number of dwellings per gross acre within 1/4 of trolley stops)	3.4	3.9	6.3	
Trolley-oriented employment density (Average number of employees per gross acre within 1/4 mile of trolley stops)	4.0	4.5	6.4	
Recreation proximity (Percent of dwellings within 1/4 mile of a park or school yard)	66	70	95	
Energy consumption (Energy consumed for all purposes by residents in MMBtu per resident per year)	33.7	32.8	28.4	
Air pollution (Carbon monoxide emitted by resident uses, in pounds per resident per year)	88	87	74	
Global warming (Carbon dioxide emitted by resident uses, in pounds per resident per year)	12,936	12,590	10,901	

## **6. Create the Preferred Alternative (Step 4)**

### **Purpose of the Community Preferred Design**

The next step in the PLACE<sup>3</sup>S process, after creating and analyzing alternatives, is to prepare the Preferred Alternative. The Preferred Alternative is the outcome of using the PLACE<sup>3</sup>S method in a public decision-making process. It represents the stakeholders' balancing of the costs, benefits, and impacts of each alternative in a trade-off process. The goal is that exposure to and appreciation of the economic and environmental benefits of the PLACE<sup>3</sup>S Alternative will lead stakeholders to choose a resource efficient Preferred Alternative. The fact that the Advisory Committee was comfortable enough with the PLACE<sup>3</sup>S Design to use it as the starting point for developing their Community Preferred Design, as the Preferred Alternative was called, is considered a major success for the PLACE<sup>3</sup>S method.

### **Design Charrette**

The Advisory Committee created the Community Preferred Design during an all-day Saturday workshop held at the Tubman-Chavez Cultural Center. The workshop was attended by approximately sixty people, including nine of the Gomper's Secondary School students who participated in the recreational needs study. Representatives from the City's Community and Economic Development Department, Police Department, Parks and Recreation Department, and the City's Grants Coordinator also attended the workshop to answer questions and listen to the community's concerns, needs, and successes.

To begin the process of developing the Preferred Design, the Advisory Committee was divided into six groups of six to eight participants each. One of these groups was composed of the students. The discussion topic for the first session was the land use and circulation elements of the PLACE<sup>3</sup>S Design. The second session addressed the design and program elements. Group discussion was facilitated by staff from the City Planning Department, SANDAG, and the project consultants, Criterion Planners/Engineers and McKeever/Morris, Inc.

Both sessions began with the consultant team presenting the PLACE<sup>3</sup>S Design recommendations, parcel by parcel, to the full Committee. Next, the facilitators asked their groups what changes, additions, or deletions they would like to make to the PLACE<sup>3</sup>S Design. For this exercise, the groups were provided land-use

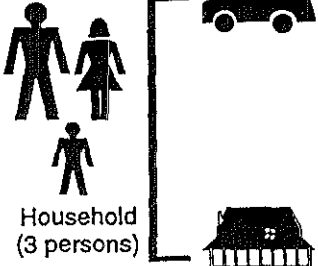


## Measurement

The INDEX model was used to evaluate the Community Preferred Design and compare it to 1995 Existing Conditions and the other two alternatives (see Table 6-1 and Appendix B). By incorporating efficient travel and building features in the PLACE<sup>3</sup>S and Community Preferred Designs, energy use and air pollutant emissions decrease notably from 1995 Existing Conditions. A majority of the energy and emissions savings are due to the assumed retrofitting of neighborhood homes with high-efficiency lighting, hot water heating, and space conditioning equipment. The PLACE<sup>3</sup>S and Community Preferred Designs also benefit from improved solar orientation of streets and structures, and a consequent assumption of greater solar use for hot water heating in the neighborhood.

**Table 6-1**  
**2015 Community Preferred Indicator Scores**

Indicator	1995 Existing Conditions	2015 Existing Policies	2015 PLACE <sup>3</sup> S	2015 Community Preferred
Neighborhood completeness (Percent of key services present or within 1 mile)	83	83	95	95
Job balance (Ratio of total jobs versus total dwellings)	0.65	0.64	0.66	0.83
Auto dependency (Percent of all person trips made by auto)	71	70	67	68
Trolley-oriented residential density (Average number of dwellings per gross acre within 1/4 of trolley stops)	3.4	3.9	6.3	4.7
Trolley-oriented employment density (Average number of employees per gross acre within 1/4 mile of trolley stops)	4.0	4.5	6.4	7.8
Recreation proximity (Percent of dwellings within 1/4 mile of a park or school yard)	66	70	95	99
Energy consumption (Energy consumed for all purposes by residents in MMBtu per resident per year)	33.7	32.8	28.4	29
Air pollution (Carbon monoxide emitted by resident uses, in pounds per resident per year)	88	87	74	81
Global warming (Carbon dioxide emitted by resident uses, in pounds per resident per year)	12,936	12,590	10,901	11,976

Table 6-2  
**EUCLID ENERGY USE PER HOUSEHOLD**

Existing Conditions				PLACE'S Alternative Plan			Community-Preferred Plan			
				Energy (MMBtu/yr)	Cost (\$/yr)	CO <sub>2</sub> (tons/yr)	Energy (MMBtu/yr)	Cost (\$/yr)	CO <sub>2</sub> (tons/yr)	
 Household (3 persons)		71	848	5	61	726	4	62	740	4
		37	709	5	24	501	4	24	510	4
Total		108	1,557	10	85	1,227	8	86	1,250	8

*In the future, families selecting Euclid over more distant suburban neighborhoods may save as much as \$1,500/yr in energy and travel-related costs.*

## 7. Adopt, Implement, Monitor and Revise (Step 5)

### City Approval of the Community Preferred Plan

The Community Preferred Plan was formally presented to George Stevens, Councilman for the Fourth District, and received his strong support. The plan is scheduled for approval by the City Council of San Diego during the first quarter of 1998. Because of strong community and city staff support, many actions to implement the community's vision as expressed in the Community Preferred Plan are already underway.

### Implementation Action Matrix

From the first day of the project, the Advisory Committee clearly stated that they wanted the PLACE<sup>3</sup>S planning project to yield tangible results and to act as a catalyst for revitalization. Prior planning efforts in their neighborhoods, they felt, too often were not implemented. Therefore, the PLACE<sup>3</sup>S team and Citizens' Advisory Committee worked together to prepare an Implementation Action Matrix. This matrix detailed as specifically as possible all of the actions necessary for fully implementing the Community Preferred Design. For each of the fifty-six action items on the matrix, the schedule (one of four phases), the cost by phase, total cost, funding source, lead responsibility, key tasks, and community and agency coordination are detailed. The matrix will continue to expand and evolve over time as needs are identified during plan implementation. The Implementation Action Matrix is found in Appendix F.

The Implementation Action Matrix provides public officials with an action plan for the Community Preferred Design. It also can be used by citizens to monitor and find actions in which they can participate to speed implementation of the community's plan.

**LESSON LEARNED:** *A matrix or checklist that helps elected officials and agencies show what change has occurred, and that a community can use to focus activism on the next implementation step, is an easy way to both measure success and keep a program moving.*

neighborhoods, facilitate access to capital for entrepreneurs and small business owners, strengthen family ties, and educate children. Jacobs Foundation Board members and/or staff attended the remaining PLACE<sup>3</sup>S Advisory Committee meetings and have become key implementors of the final Community Preferred Plan.

**LESSON LEARNED:** *Community networking is essential for implementation. No plan is implemented without finding those who are most interested in seeing change occur. It takes many people and many community interests to locate and secure scarce resources and build the political and institutional focus needed to see a vision become a reality.*

## **Jacobs Family Foundation Development Project**

By coincidence, the Jacobs Family Foundation was actively looking for a site for their Foundation headquarters when the PLACE<sup>3</sup>S project was presented at the Elementary Institute of Science meeting. Because of the Foundation's interest in urban revitalization, locating their headquarters within the PLACE<sup>3</sup>S study area was explored. Quickly, the Foundation expanded their development concept to include additional facilities that would help the community realize several of the components of their adopted vision statement and implementation program.

The Foundation made an offer to purchase an eighteen-acre parcel located adjacent to the transit station area near the intersection of Market Street and Euclid Avenue. This property, referred to by the City and realtors as the Langley parcel, is located at the physical center of the PLACE<sup>3</sup>S study area.

To help integrate the Community Preferred Design with the significant development opportunity presented by the Jacobs Foundation involvement, a portion of the PLACE<sup>3</sup>S implementation budget was spent to assemble several alternative development plans for the Langley parcel. These alternative designs, discussed in the following section, incorporated the 2.2 acre Euclid trolley station parking lot as part of the previously agreed to joint-use development opportunity and two privately-owned parcels identified by the community as major redevelopment targets.

A primary focus of the alternative designs was to achieve as much of the community's vision as possible, reduce per capita and building energy use, enhance access to transit, promote walking and bicycling, restore Chollas Creek, and create a community center. Uses proposed include a grocery store, drug store, office space, job incubator space, job training space, the Foundation's headquarters, and an amphitheater for community-sponsored plays, concerts,

## **Commercial Design Themes**

Throughout the planning process, the Advisory Committee expressed its desire to encourage the development of a place that provides a breadth of opportunity in housing and jobs, celebrates ethnic heritage, and draws people together to share common experiences. This desire motivated the creation of an urban design and architectural thematic framework for development of the Langley/MTDB parcels. A design theme illustration for these parcels is found in Appendix F. The services of an intern with the Elementary Institute of Science have been sought to assist in adding a multi-ethnic element to the design theme. Her findings will be incorporated as they become available.

## **Streetscape Design and Tree Planting Plan**

A priority of the Advisory Committee is enhancement of the local environment through the implementation of a comprehensive design theme for the community including landscaping, pedestrian amenities, decorative paving, and lighting. In response, the City of San Diego prepared the Streetscape Design and Tree Planting Plan to provide a mechanism for unifying the communities surrounding the Euclid Avenue Transit Station while providing shade, reducing heat and glare, filtering the air, and enhancing the aesthetic quality of the area.

The plan provides landscape and design recommendations for the community center, community corridors, community landscape districts, and the riparian corridors within the 500-acre study area. The plan provides a recommended tree species palette for the various elements of the plan, as well as planting and long-term maintenance recommendations. The landscape recommendations are intended to provide some continuity within each district while ensuring compatibility in the entire area.

## **Master Plan**

A community master plan is a planning tool used to provide the level of planning detail necessary for attracting the type and quality of development a community desires. The master plan also is an excellent tool for packaging projects and legislative actions into a single formally adopted document to simplify future public and private action. Actions that can be streamlined in this fashion include lot consolidation, comprehensive design (eliminating piece-meal development), and the creation of a large enough development opportunity to attract high quality developers and development. The Advisory Committee and the City of



## **In Appendix F**

- Chart identifying projects necessary to implement the Community Preferred Design.
- Memo dated March 3, 1997 summarizing findings of interviews with area developers.
- Site plan for the Langley development.
- Design theme illustration for the Langley/MTDB parcels.

## 8. Conclusion

When the Euclid PLACE<sup>3</sup>S Revitalization Program began, many citizens were skeptical about the value of spending scarce evening hours attending meetings for a community planning effort. They made it clear that the focus of their efforts had to be real change in the near future. What we found from our first full-public-participation effort using the PLACE<sup>3</sup>S method was that the method was useful for helping citizens better understand the interplay between the economic, social and environmental building blocks of a community plan. With this understanding and a database of maps and tables developed specifically for their community—that documented alternatives they created—the citizens were able to make tough decisions, sometimes changing long-held views and sometimes not. The final plan was and remains strongly supported by the citizens, their City Councilman, and the city planning staff. Community leaders use materials prepared during the PLACE<sup>3</sup>S program for neighborhood briefings, indicating full assimilation of the tools. City planners are taking the PLACE<sup>3</sup>S method to new neighborhoods and receiving positive responses. In time, use of the PLACE<sup>3</sup>S method could spread throughout the city, changing standard operating procedures.

## **9. Appendices**

### **In Appendix A**

- Agendas for the ten Advisory Committee meetings.
- Work flow diagram outlining the purpose for each meeting and major tasks and products.

### **In Appendix B**

- Map compiling information collected during a small group activity to identify important features of the community.
- Community Vision and Values Statement.
- Map compiling information collected during a small group activity to identify community assets and opportunity areas.
- Summary of existing planning documents.
- Table comparing INDEX scores for each planning alternative to existing conditions.
- Findings of the recreational needs analysis by Gomper's Secondary School students.

### **In Appendix C**

- Existing Policies Design land use map.
- August 21, 1996 memo summarizing the assumptions and methodology used to create the Existing Policies Design.
- Memo dated October 8, 1996 summarizing the INDEX modeling results.

### **In Appendix D**

- PLACE<sup>3</sup>S Design land use map
- October 16, 1996 memo summarizing the PLACE<sup>3</sup>S Design.

### **In Appendix E**

- Table summarizing design recommendations made by each group at the Community Preferred Design Charrette.
- Table summarizing the Advisory Committee's final design recommendations.
- Community Preferred Design land use map.
- March 3, 1997 memo from McKeever/Morris addressing community's concern with housing in the core area and conversion of the mobile home property to another use.

## **Appendix A**

- *Agendas for the ten Advisory Committee meetings.*
- *Work flow diagram outlining the purpose for each meeting and major tasks and products.*

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **COMMUNITY MEETING #1**

**Wednesday, May 22**

**6:30 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **6:30 p.m.      Introductions**

Community representatives, agency staff and members of the consultant team will be asked to briefly introduce themselves to each other.

### **6:45 p.m.      Project Overview**

#### **A. Purpose**

City of San Diego and SANDAG staff will speak briefly about the reasons for conducting the project.

#### **B. Major Activities and Timeline**

The consultants will highlight the major project activities and their purpose and timing

#### **C. Community Participant's Roles**

The consultants will discuss the role of the project Advisory Committee. The Committee will be asked to amend and adopt suggested Committee Operating Procedures. Committee members will be asked to provide advice to project staff about how best to conduct the project, including expressing any concerns members may have.

#### **D. Regular Meeting Time and Location**

Committee members will be asked to select the most convenient time and location for meetings.

# **EUCLID TROLLEY STATION AREA PLACE3S PROJECT**

## **STEERING COMMITTEE MEETING #2**

**Wednesday, June 26**

**6:00 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **6:00 p.m. Introductions**

Committee members, agency staff and members of the consultant team will be asked to briefly introduce themselves to each other.

### **6:05 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:15 p.m. Review of May 22 Meeting Results**

**A. Results of mapping exercise.** A map that combines the results of the work of the four small groups is included in the packet. The small groups identified activity areas, landmarks, pathways and edges/barriers in the community. The map will be reviewed for Committee comments.

**B. Schools and children participation.** Staff will provide an update on ideas to include the schools and children in the planning process.

**C. Non-english speaking people.** Staff will provide an update on ideas to include non-english speaking people in the planning process.

**D. Committee Operating Procedures.** A copy of the Operating Procedures discussed at the May 22 meeting is included in the packet.

### **6:40 p.m. Small Group Exercise: Identifying Key Institutions and Organizations in the Community**

At the first meeting Committee members met in small groups to begin to identify key PHYSICAL resources of the community. This exercise will begin to identify key HUMAN resources of the community. Small groups will create lists of key Institutions in the community and key Organizations or Associations. The Malcolm X Library is an example of an institution. A community group or business association is an example of an organization or association.

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #3**

**Tuesday, July 16**

**6:00 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **6:00 p.m. Introductions**

Committee members, agency staff and members of the consultant team will be asked to briefly introduce themselves to each other.

### **6:05 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:15 p.m. Review of June 26 Meeting Results**

**A. Results of mapping exercise.** Maps that combine the results of the work of the small group exercises are included in the packet. In the first exercise the small groups identified key institutions and organizations in the project area. In the second exercise the small groups identified areas that currently are doing well, and areas that should be targeted for improvement. The results of the exercises will be reviewed for Committee comments.

**B. Schools and children participation.** Staff will provide an update on ideas to include the schools and children in the planning process.

**C. Actions of Committee Members to help improve the neighborhood.** At the June 26 meeting one committee member challenged everyone to begin taking steps to immediately put into action their commitment to improve the community. It was agreed that at the beginning of the next meeting anyone who had done something to try to help the neighborhood would be given an opportunity to report their efforts to the full Committee.

### **6:40 p.m. Discussion and Action on Committee Vision and Values for the Neighborhood**

At the June 26 meeting the Committee held a lively discussion on their hopes and dreams for the future of the neighborhood. Notes from that discussion are included in the packet. The staff and consultants worked with those notes to produce a draft Vision and Values statement. The Committee will be asked to make whatever modifications to this draft statement they would like and then to adopt the statement to guide all future project activities.

### **7:00 p.m. Break (snacks will be served)**

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #4**

**Wednesday, August 28**

**5:30 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **5:30 p.m. Snack Time**

As mentioned at the July meeting, we will be starting this meeting with sandwiches and cookies for all who would like to come early and socialize for a bit.

### **6:00 p.m. Introductions**

Committee members, agency staff and members of the consultant team will be asked to briefly introduce themselves to each other.

### **6:05 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:10 p.m. Review of July 16 Meeting Results**

**A. Schools and Children Participation.** Staff will provide an update on activities to include the schools and children in the planning process.

**B. Actions of Committee Members to Help Improve the Neighborhood.** Anyone who has done something to try to help the neighborhood will be given an opportunity to report their efforts to the full Committee.

### **6:30 p.m. Discussion on Committee Vision and Values for the Neighborhood**

At the July 16 meeting the Committee reviewed the draft Vision and Values. The Committee made some modifications and adopted the Vision and Values statements to guide all future project activities. The Committee decided to leave the more detailed statements under each Value open to change or addition. The Committee will review the changes made at the July meeting and be asked if they would like to make any additions or modifications to the statements.

### **6:45 p.m. Presentation and Discussion on Existing Policies Design**

The consultants have projected what the community would be like if developed based on current economic and market trends, and existing city and community plans. Some of this information has been loaded into the computer program (INDEX) demonstrated at the July 16 meeting. More will be loaded into the program next month. Some of the research results will be discussed at the meeting. This agenda item will have three main parts:

1. Presentation of results of Existing Policies Design (15 minutes)
2. Committee question and answer on assumptions and results of Existing Policies Design (15 minutes)
3. Committee discussion and evaluation of how well the Existing Policies Design meets the Vision and Values (60 minutes)

### **8:15 p.m. Full Group: Committee Questions and Comments**

Committee members will have an opportunity to express any thoughts or reactions they have about the meeting, or the project in general.

### **8:25 p.m. Preview of agenda and activities for next meeting (September 25)**

### **8:30 p.m. Adjourn**

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Please call Mike McKeever or Jeff Mitchem at McKeever/Morris, Inc. toll free at 1-800-863-4243 if you have any questions or comments about the project or materials in this packet.



# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #5**

**Wednesday, October 16**

**5:30 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **5:30 p.m. Snack Time**

As we did at the August meeting, we will be starting this meeting with sandwiches and cookies for all who would like to come early and socialize for a bit.

### **6:00 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:05 p.m. Review of Activities Since August 28th Meeting**

**A. Schools and Children Participation.** Staff will provide an update on activities to include the schools and children in the planning process.

**B. Actions of Committee Members to Help Improve the Neighborhood.** Anyone who has done something to try to help the neighborhood will be given an opportunity to report their efforts to the full Committee.

### **6:20 p.m. Presentation and Discussion on the PLACE<sup>3</sup>S Design**

The consultants have projected what the community would be like if developed using energy efficiency as the primary organizing principle, within the context of the Committee's vision and values. This information has been loaded into the computer program (INDEX) demonstrated at the July 16 meeting. The research results and comparison with the Existing Policies Design will be discussed at the meeting. This agenda item will have four main parts:

1. Presentation of PLACE<sup>3</sup>S Design (25 minutes)
2. Presentation of the INDEX computer program results (25 minutes)
3. Committee question and answer on assumptions and results of PLACE<sup>3</sup>S Design (25 minutes)
4. Committee discussion and evaluation of how well the PLACE<sup>3</sup>S Design meets the Vision and Values (25 minutes)

### **8:00 p.m. Committee Discussion on Upcoming Events**

#### **A. Saturday, November 16 Committee Workshop**

The main purpose of the workshop will be to develop the Committee's Community Preferred Design. Committee members will be asked to contribute their thoughts about how they want the workshop to be organized.

**B. City Council Committee-Planning Commission Presentation.** A presentation to the San Diego City Council Committee-Planning Commission will be made on Wednesday, November 20. We believe the project will have an opportunity the morning of Wednesday, November 20 to make a presentation to a rare, combined meeting of a City Council Committee and the Planning Commission.

### **8:25 p.m. Full Group: Committee Questions and Comments**

Committee members will have an opportunity to express any thoughts or reactions they have about the meeting, or the project in general.

### **8:30 p.m. Adjourn**

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Please call Mike McKeever or Jeff Mitchem at McKeever/Morris, Inc. toll free at 1-800-863-4243 if you have any questions or comments about the project or materials in this packet.

**PLACE<sup>3</sup>S: Euclid Planning Project**  
**NEIGHBORHOOD WORKSHOP**  
**To Develop the Community's Preferred Design**

**AGENDA**

**November 16, 1996**

**9:00 a.m. — 2:00 p.m.**

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**8:30 a.m. Social Time -- Coffee, Juice, Rolls, Information Review, and Registration**

Information on the planning process, design alternatives and implementation programs and options will be on display for your to perusal before the activities begin at 9:00 a.m.

**9:00 a.m. Start-up**

**Project Overview Presentation**

- Summarize project purpose and main steps
- Preview purpose of today's workshop and activities
- Review Community Vision and Values
- Present results of recreation needs survey with students
- Summarize key aspects, differences and evaluation results of each design alternative
- Brief overview of PLACE<sup>3</sup>S design measures and INDEX computer measurement results.
- Presentation by Economic Development representative on opportunities and programs available to implement project.

**9:45 a.m. Creating the Community Preferred Alternative**

Two small group sessions will be used to structure the process of creating the Community Preferred Design. The first will focus on land use and circulation and the second will focus on design and programs.

**I. Land Use & Circulation**

**1. Group Presentation**

Consulting team will highlight the PLACE<sup>3</sup>S land use and circulation recommendations with the full group.

**2. Small Group Work**

**Land Use:**

Participants will be asked what changes, additions or deletions to the PLACE<sup>3</sup>S land use patterns they wish to make.

Design features can be thought of as anything that helps specify land use or circulation. Examples include the type of housing (rowhouse, detached single-family, garden style apartments, etc.) Examples will be displayed around the room.

**Programs:**

Participants will be asked what specific programs they wish to encourage in the study area. A starting list extracted from the community values statements will be made available.

- 1:55 Full Group -- Brief preview of next activities (City Council Committee presentation and January meeting) and Adjourn at 2:00 p.m.**

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #7**

**Wednesday, December 11**

**5:30 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **5:30 p.m. Snack Time**

We will be starting this meeting with sandwiches and cookies for all who would like to come early and socialize for a bit.

### **6:00 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:05 p.m. Review of Activities Since November 16 Community Workshop**

**Actions of Committee Members to Help Improve the Neighborhood.** Anyone who has done something to try to help the neighborhood will be given an opportunity to report their efforts to the full Committee.

### **6:20 p.m. Discussion and Decision-Making on Community Preferred Design**

The Committee will review the various ideas for changing the PLACE<sup>3</sup>S Design that were generated at the November 16th Community Workshop (see attached tables of "Community Design Recommendations").

This discussion will start with analysis of the impacts on the Community Vision and Values of the options for jobs to housing balance and types of housing (single vs. multi family, small lot single family, mixed use multi family). After a Committee decision has been made on these fundamental issues the Committee will work its way through the rest of the more detailed choices.

### **8:15 p.m. Committee Discussion on Upcoming Events**

**A. Schedule Next Committee Meeting**

**B. City Council Presentation.**

### **8:25 p.m. Full Group: Committee Questions and Comments**

Committee members will have an opportunity to express any thoughts or reactions they have about the meeting, or the project in general.

### **8:30 p.m. Adjourn**

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Please call Mike McKeever or Jeff Mitchem at McKeever/Morris, Inc. toll free at 1-800-863-4243 if you have any questions or comments about the project or materials in this packet.

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #8**

**Wednesday, January 8**

**5:30 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **5:30 p.m. Snack Time**

We will be starting this meeting with sandwiches and cookies for all who would like to come early and socialize for a bit.

### **6:00 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered..

### **6:05 p.m. Review of Activities Since December 11 Meeting**

**Actions of Committee Members to Help Improve the Neighborhood.** Anyone who has done something to try to help the neighborhood will be given an opportunity to report their efforts to the full Committee.

### **6:20 p.m. Continued Discussion & Decision-The Community Preferred Design**

The Committee will continue its discussion of the various ideas for changing the PLACE<sup>3</sup>S Design.

### **8:15 p.m. Committee Discussion on Upcoming Events**

- A. Schedule Next Committee Meeting**
- B. Planning Commission Presentation**

### **8:25 p.m. Full Group: Committee Questions and Comments**

Committee members will have an opportunity to express any thoughts or reactions they have about the meeting, or the project in general.

### **8:30 p.m. Adjourn**

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Please call Mike McKeever or Jeff Mitchem at McKeever/Morris, Inc. toll free at 1-800-863-4243 if you have any questions or comments about the project or materials in this packet.

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #9**

**Wednesday, March 12**

**5:30 p.m. to 8:30 p.m.**

**Tubman - Chavez Community Center**

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### **5:30 p.m. Snack Time**

We will be starting this meeting with sandwiches and cookies for all who would like to come early and socialize for a bit.

### **6:00 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:05 p.m. Review of Activities Since January 8 Meeting**

**Actions of Committee Members to Help Improve the Neighborhood.** Anyone who has done something to try to help the neighborhood will be given an opportunity to report their efforts to the full Committee.

### **6:20 p.m. The Community Preferred Design**

**A. Implementation Matrix.** The Committee will review the Community Preferred Design Implementation Matrix summarizing all of the projects, their priority, party responsible for implementation, preliminary cost estimates, and funding source. The Community Preferred Design Implementation Matrix included in the packet is in draft form for your review prior to the meeting. The information on cost and funding will be provided by the city at the meeting.

**B. Energy Use Comparison.** The Committee will review the Community Preferred Design energy use projections as compared with the previous designs.

**C. Evaluation.** The Committee will evaluate the Community Preferred Design against the previously prepare evaluation criteria.

**D. Refined Study Area.** The Committee will review the proposed refined study area and suggest land uses and densities for new areas of the community.

### **8:15 p.m. Committee Discussion on Upcoming Events**

**A. March 14th Presentation at SANDAG Workshop**

### **8:25 p.m. Full Group: Committee Questions and Comments**

Committee members will have an opportunity to express any thoughts or reactions they have about the meeting, or the project in general.

### **8:30 p.m. Adjourn**

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Please call Mike McKeever or Jeff Mitchem at McKeever/Morris, Inc. toll free at 1-800-863-4243 if you have any questions or comments about the project or materials in this packet.

# **EUCLID TROLLEY STATION AREA PLACE<sup>3</sup>S PROJECT**

## **STEERING COMMITTEE MEETING #10**

Wednesday, April 16

5:30 p.m. to 8:30 p.m.

**Tubman - Chavez Community Center**

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### **5:30 p.m. Snack Time**

We will be starting the meeting with sandwiches and cookies for all who would like to come early and socialize for a bit.

### **6:00 p.m. Review of Committee Packet Materials**

All materials mailed in the Committee packet will be briefly described and questions answered.

### **6:05 p.m. Review of Activities Since March 12th Meeting**

**Actions of Committee Members to Help Improve the Neighborhood.** Anyone who has done something to try to help the neighborhood will be given an opportunity to report their efforts to the full Committee.

### **6:20 p.m. The Community Preferred Design -- *Continued***

**A. Implementation Matrix.** The Committee will review the revised draft of the Community Preferred Design Implementation Matrix summarizing all of the projects, their priority, party responsible for implementation, preliminary cost estimates, and funding sources.

**B. Evaluation.** The Committee will evaluate the Community Preferred Design against the previously prepared evaluation criteria.

### **7:20 p.m. Implementation Projects.** Presentation and discussion of implementation projects.

### **8:20 p.m. Full Group: Committee Questions and Comments**

Committee members will have an opportunity to express any thoughts or reactions they have about the meeting, or the project in general.

### **8:30 p.m. Adjourn**

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Please call Mike McKeever or Jeff Mitchem at McKeever/Morris, Inc. toll free at 1-800-863-4243 if you have any questions or comments about the project or materials in this packet.

PLACE<sup>3</sup>S PLANNING PROJECT  
EUCLID TROLLEY STATION AREA WORK FLOW

	What is important to us? 1	How do we measure success? 2	Where are we now? 3	Where are we heading? 4	What are the possibilities? 5	How do they compare? 6	Where do we want to be? 7	How do we get there? 8
PURPOSE:	Neighborhood and Regional Information	Neighborhood Values and Criteria	Existing Conditions	Existing Policies Design	PLACE <sup>3</sup> S Design	Compare and Contrast Designs	Community Design	Implementation Strategies
MAJOR TASKS/ PRODUCTS	Gather local Information Gather regional Information Define study area Identify key features of the neighborhood Land Use Map Street Level Drawing	Identify neighborhood assets and needs Develop evaluation criteria (neighborhood values)	Land use Transportation Design Information on existing energy use, economic and environmental impacts Land Use Map Street Level Drawing	Land use Transportation Design Information on existing policies future energy use, economic, and environmental impacts Committee evaluation criteria scores Land Use Map Street Level Drawing Three dimensional Drawing	Land use Transportation Design Reality Check Information on existing policies future energy use, economic, and environmental impacts Committee evaluation criteria scores Land Use Map Street Level Drawing Three dimensional Drawing	Traffic comparison Design Neighborhood Design Workshop Committee analysis	Land Use Transportation Design Reality check Information on existing policies future energy use, economic, and environmental impacts Committee evaluation criteria scores Land Use Map Street Level Drawing Three Dimensional Drawing	Summary Report Implementation recommendations
MEETINGS:	Community Meeting #1	Community Meeting #2	Community Meeting #3	Community Meeting #4	Community Meeting #5	Community Meeting #6	Community Meeting #7	Community Meeting #8
SCHEDULE:	5/22/96	6/26/96	7/16/96	8/28/96	10/16/96	11/16/96	1/14/97	3/16/97



## **Appendix B**

- *Map compiling information collected during a small group activity to identify important features of the community.*
- *Community Vision and Values Statement.*
- *Map compiling information collected during a small group activity to identify community assets and opportunity areas.*
- *Summary of existing planning documents.*
- *Table comparing INDEX scores for each planning alternative to existing conditions.*
- *Findings of the recreational needs analysis by Gomper's Secondary School students.*

# Euclid PLACE<sup>3</sup>S Study

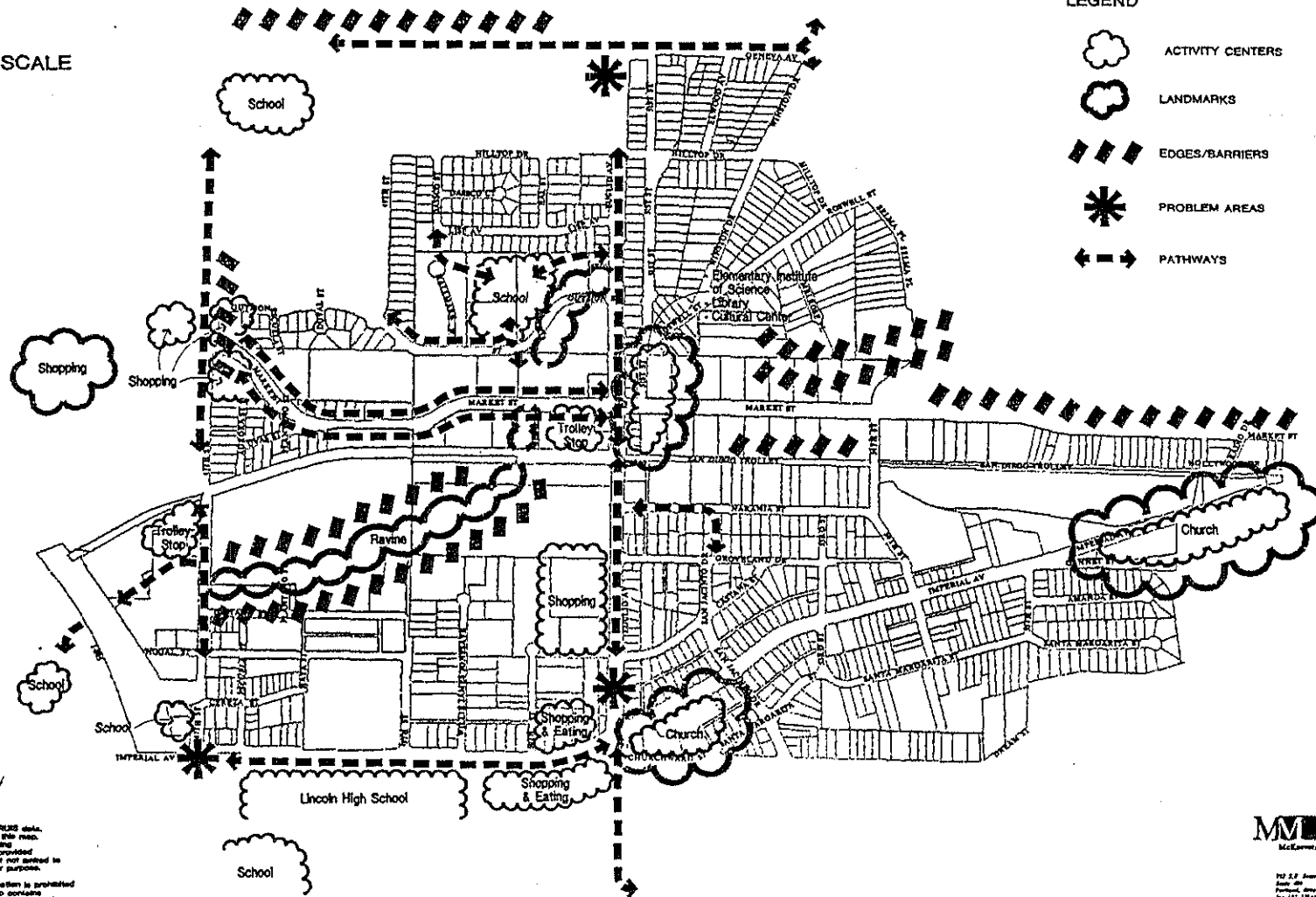
## Key Area Features Composite



NOT TO SCALE

### LEGEND

- ACTIVITY CENTERS
- LANDMARKS
- EDGES/BARRIERS
- PROBLEM AREAS
- PATHWAYS



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Scale:  
1 inch = 1/4 mile  
1 inch = 1/2 mile  
1 inch = 1 mile

## VISION & VALUES

### VISION STATEMENT:

We want this community to be a unique, ethnically diverse neighborhood that people are proud to live and do business in, and places the education and nurturing of its children as its highest priority.

### VALUES:

#### ■ **Pride**

*Foster Community Pride and Responsibility Through:*

- Encouraging Local Ownership
- Fostering Care, Responsibility and Commitment in Renters and Businesses, and Property Owners Who Don't Live in the Community
- Encouraging Community Residents and Businesses to be More Involved in Community Issues and Activities
- Identifying and Engaging Out of Area Property Owners
- Fostering Political Education and Involvement

#### ■ **Education**

*Educate & Nurture Youth By:*

- Providing Places for Kids and Young Adults to Play and Socialize
- Establishing a Little League
- Providing More Computers for Training Kids and Adults
- Teaching Marketable Skills in School
- Providing a Job Training or Trade School
- Teaching Appreciation of Value of Education and Respect for Self and Others
- Encouraging Schools to Have High Standards and Teach Kids the Basics
- Demonstrating That This Community is a Place Where Children Would Want to Stay and Raise Their Families
- Creating Apprentice Programs
- Recruiting Qualified and Motivated Teachers
- Providing Opportunities for Children to Get Involved in Neighborhood Beautification

#### ■ **Economics**

*Provide Economic Opportunity By:*

- Providing More Jobs
- Emphasizing Local Ownership
- Developing a Small Business Incubator Project (similar but smaller scale of UCSD bio-tech)

# Euclid PLACE<sup>3</sup>S Study

## Community Assets & Opportunity Areas



0' 200' 600'

### LEGEND



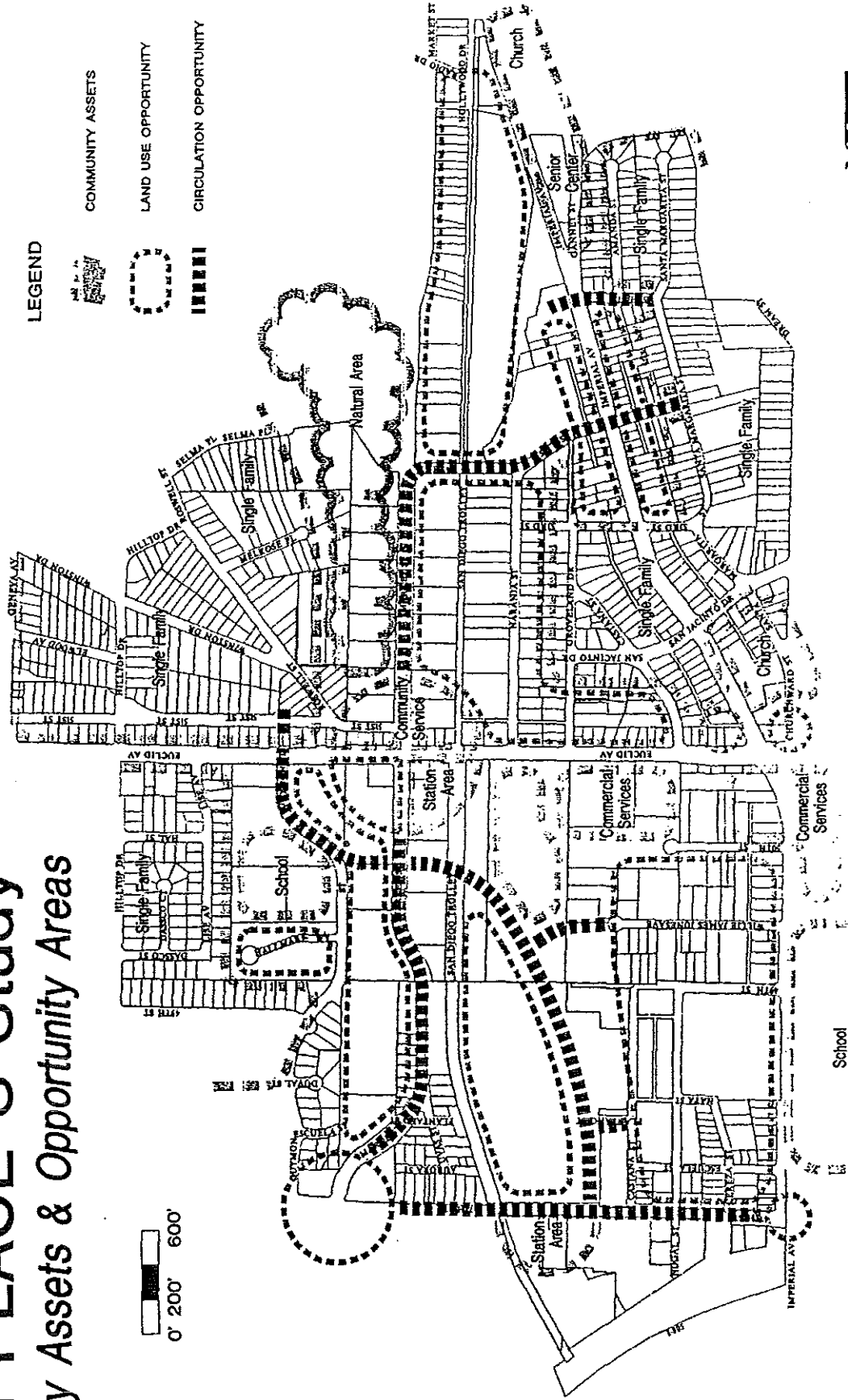
COMMUNITY ASSETS



LAND USE OPPORTUNITY



CIRCULATION OPPORTUNITY



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## PROJECT MEMORANDUM

# SUMMARY OF EXISTING DOCUMENTS

---

TO: PLACE<sup>3</sup>S: Euclid Citizens Committee  
FROM: Mike McKeever and Jeff Mitchem  
RE: Planning/Design Documents Summary  
DATE: 6/11/96

---

The following is a summary of existing plans and studies reviewed to identify visions, goals and objectives that might be relevant to the study area.

### A. *Southeast San Diego Community Plan (Amended June 8, 1992)*

#### Purpose of Plan

Guide future development of the community planning area (approx. 7200 acres) and, by identifying key issues and goals, to assist the community in achieving its full potential as a place to live and work.

The plan includes the entire Southeast San Diego community which lies south of State Highway 94, between the Centre City community and the City of Lemon Grove.

#### Objectives.

Objectives have been identified for the following plan elements:

- Social & Economic
  - Achieve an economic and ethnic balance.
  - Provide for variety of housing sizes.
  - Increase community job opportunities and resources.
  - Provide adequate health care and decrease impacts of social service facilities.
- Residential
  - Respect existing housing character, style, scale and density.
  - Preserve, restore and rehabilitate historically significant residences and/or neighborhoods.
  - Encourage housing consistent with community goals and objectives.
  - Require high quality developments conforming to plan and as recommended by Project First Class.
  - Increase pride by maintaining properties.
- Commercial
  - Provide attractive quality community and neighborhood facilities.
  - Rehabilitate existing centers and improve auto and pedestrian access.
  - Preserve, restore and rehabilitate historic buildings.
  - Design spaces to decrease criminal activity.

- employment into existing neighborhoods, and require a toxics disclosure statement for all industrial and heavy commercial uses.
- Open Space & Recreation
    - Acquire land for new parks, improve and expand existing parks, require recreation facilities in new developments, preserve Mount Hope cemetery, create special regulations for hillsides, acquire lands to create a more connected open space system, maintain views, landscape highway rights-of-way and streets, and preserve creeks and natural drainage ways.
  - Transportation (Vehicular, Public Transit, Freight, Pedestrian/Bicycle)
    - Auto: Locate employment and commercial activities near freeways, improve freeway access, improve streets, and provide street landscaping and lighting.
    - Public Transit: Assess bus re-routing to coordinate with rail transit, develop incentives along Trolley Line, provide for future trolley stops
    - Pedestrian/Bicycle: Enhance pedestrian walkways, connect improvements to trolley, and require improvements in new developments, improve bicycle access.
  - Public Facilities (Schools, Police/Fire, Post Office, Drainage/Flood Control)
    - Schools: Allow for increased capacity as necessary, allow community functions at community college, maintain and expand college offerings upon demand, develop school sites at density of existing neighborhoods, maintain and improve school sites as necessary.
    - Libraries: Relocate Valencia Park Library.
    - Police/Fire: Maintain and improve response time and service levels, reduce criminal activity.
    - Post Office: Another Post Office is needed.
    - Drainage/Flood Control: Protect property from flooding and maintain integrity of natural systems.
  - Urban Design
    - Apply guidelines provided to all new developments. The following are elements of the guidelines:
      - Building scale
      - Site and building design
      - Landscaping of open areas
      - Parking areas for residences
      - Commercial development design
      - Industrial development design
      - Pedestrian access design
      - Streetscape design
      - Lighting design
      - Signage Standards
      - Screening
      - Defensible space design
      - Hillside and slope development
      - Project First Class Landscape Program  
(Refer to maps p. 140, 142)
      - Neighborhood and Corridor Planting

- Cities, in cooperation with the County, should decide how, if and when, local general plans should be amended to accommodate the region's forecasted population.
- Direct SANDAG staff to periodically evaluate the region's economy, and a status report on the ability of the collaborative effort to carry out the main thrust of the Prosperity Strategy: investment in human and physical infrastructure and public policy change to meet the region's economic restructuring challenges.

### *C. Project First Class (no date)*

#### **Purpose of Plan.**

To establish an Urban Design Program.

The plan was prepared for the City of San Diego, and citizens of Southeast San Diego, Skyline, Paradise Hills, South Bay Terraces and Golden Hill. (Refer to map p. 4)

#### **Recommendations.**

The plan provides recommendations on the following:

- Residential Neighborhoods
  - Emphasize preservation and conservation of older neighborhoods.
  - City should fund an historic survey and seek Historic District status.
  - Zoning reclassification to ensure compatibility.
  - Focus Housing Commission rehabilitation programs.
  - Avoid large multi-family developments.
  - Promote small infill projects.
  - Concentrate code enforcement efforts.
  - Enforce residential densities in community plan.
  - Remove incompatible land uses that harm residential neighborhoods.
  - Provide stronger multi-family residential development design standards.
- Commercial Streets & Districts
  - Provide commercial revitalization programs.
  - Subject new commercial development to stringent design review.
  - Create a site-by-site catalog of development opportunities.
- Parks & Open Space (Refer to map p. 25)
  - Develop Memorial, Mountain View, Encanto and South Bay Terraces as centers of excellence.
  - Develop park east of 47th Street along Chollas Creek flood plain.
  - Develop mini-parks in residential neighborhoods isolated by freeways and major streets.
  - Develop finger of open space from Southcrest Park westward along Southcrest 252 corridor.
  - Form assessment district in Golden Hill neighborhood to purchase and preserve small finger canyons.
- Visual Quality of Important Streets
  - Require urban design review for every city public works project.
  - Transfer "left over" land created by street widenings to adjacent property owners for maintenance purposes.
  - Complete Route 15 landscaping, especially at Market Street Interchange.
- Planting Program (Refer to maps p. 36, 38))

## Goals & Objectives.

The plan provides (4) four goals and related objectives on the following topics:

- Community revitalization
  - Promote rehabilitation of properties and blighting influences, provide maintenance, and implement lighting, landscape, and traffic circulation improvements.
  - Develop new commercial facilities which enhance community's character and provide improvements (i.e. sidewalks, streets, etc.)
  - Provide incentives of development of underutilized land to increase public investment, housing types, etc.
  - Develop rescinded 157 Expressway to meet housing needs of community.
  - Promote desirable residential character along East Trolley Corridor by encouraging redevelopment and eliminating non-conforming uses.
  - Ensure maximum opportunity for employment of local residents.
  - Ensure that local people have opportunity to establish new businesses in new commercial facilities and have available technical and financial support.
  - Support efforts to communicate and publicize information on revitalization.
- Incentives for commercial development
  - Designate appropriate zoning.
  - Provide necessary public facilities (i.e. street lighting, etc.).
  - Acquire and consolidate land parcels.
  - Provide technical assistance.
  - Provide financing where feasible.
  - Provide adequate parking facilities.
- Development of under-utilized land
  - Increase level of private investment.
  - Encourage developments with mixes of housing types.
  - Encourage well designed developments.
  - Provide an attractive residential environment affordable at all income levels.
- Preservation of existing residential character
  - Provide incentives to encourage redevelopment of deteriorating properties.
  - Eliminate illegal and obnoxious uses.
  - Provide off and on-site parking.

## F. Vacant, Boarded Buildings Inventory (September 26, 1995)

### Purpose of Inventory.

To assist the city's pro-active effort to achieve a long term solution to the vacant, boarded building problem.

### Methodology.

Field verified observations considering information from the Neighborhood Code Compliance, council offices, and various community and real estate industry leaders. Criteria included "Board and Secure" and "Transient Occupancy" reports. All buildings known to be under rehabilitation or scheduled for rehabilitation were excluded from the inventory.



## *I. SEDC Retail/Entertainment Demand Evaluation (October 17, 1995)*

### **Purpose of Evaluation.**

To assess the demand for cinema, food, drug and general merchandise retailers in southeastern San Diego.

### **Findings.**

- Neighborhoods in southeastern San Diego do not enjoy the benefits of adequate retail facilities offering quality, competitively priced, food, convenience goods and/or general merchandise.
- The neighborhoods can support significant amounts of additional retail area (355,000 square feet), offering groceries and general merchandise.
- Residents pay more for goods and services locally as compared to those in higher income areas where competitive major chain stores are located in abundance.
- Economic viability of area continues to stagnate due in large part to export of retail dollars.
- Adjacent communities benefit from retail spending generated by these residents which lowers the potential for tax collections by the City of San Diego.
- Jobs from direct and secondary employment are lost to outside areas.
- At least one, possibly two multiplex theaters can be supported in southeastern San Diego.
- Population is largely composed of individuals who are not highly mobile, mainly children and teenagers.

## *J. City of San Diego TOD Design Guidelines (August 4, 1992)*

### **Purpose of Guidelines.**

To provide the community with an approach to create a desirable and more efficient urban form while addressing the issues of traffic congestion, air quality, neighborhood character, and growth management.

### **Recommendations.**

Recommendations have been provided for the following items:

- Provide multi-modal circulation.
- Provide for commercial uses within 1/4 mile of residences.
- Provide for transit within 1/4 mile of residences.
- Provide for nearby open space and recreation.
- Increase housing densities.
  - Neighborhood TOD*: Minimum-12 du/acre, Minimum Average-18 du/acre, Maximum-to be determined by community plans.
  - Urban TOD*: Minimum-18 du/acre, Minimum Average-25 du/acre, Maximum-to be determined by community plans.
- Provide for a diversity of housing types.
- Encourage infill in existing communities.
- Increase densities to reduce infrastructure demands.
- Provide for a mix of land uses.

- Connect Library branches with adjoining neighborhoods with pedestrian and bicycle paths.
- Create police substations in conjunction with other public facilities.
- Urban Design
  - Improve visual and physical character of Corridor with landscaping and building facade enhancements.
  - Establish a landscaping theme throughout corridor for unification and definition as a major street.

***L. Land Use Distribution Element of the Regional Growth Management Strategy (February 1995)***

**Purpose of Element.**

To improve the region's planning process and to provide guidelines for changes in the cities' and the County's general and community plans.

This element was prepared for the San Diego region.

**Goals.**

- Maximize access to jobs, shopping and services - as measured in travel time, cost and distance - through the distribution and design of future development.
- Provide sufficient urban land to accommodate forecasted population growth while preserving adequate land for open space.

**Recommendations.**

Cities and the County have been asked to consider the following policies when updating their plans:

***Land Use Policies/Actions:***

- Transportation facilities should be designed to meet the needs of pedestrians and bicycle riders as well as automobile drivers.
- Higher land use intensities should be located transit access areas. A minimum average net density of 20 housing units per acre is desirable in major bus transit corridors and near stations. Within a quarter mile of rail transit stations, average employment intensities should be at least 60 workers per acre and in major bus corridors, average employment intensities should be at least 45 workers per acre. In areas where residential densities already exceed the densities recommended in the Element, intensification should focus on increasing job opportunities and providing needed community facilities and services in a walkable environment.
- Mixed-use development should be encouraged in community center areas, including the areas surrounding rail transit stations and in major transit corridors.
- A mix of housing types and prices should be provided within walking distance of transit stations and in transit corridors.
- More intensively used public facilities should be located near transit stations and stops, within walking or biking distance of the communities they serve.
- Parking requirements should be reduced within transit focus areas, with on-street parking provided in the mixed-use community core areas, whenever possible.
- Residential uses should be incorporated into existing employment areas that are located outside of areas that have a high level of transit service.

- *Residential & Nonresidential Building:* Measures that can improve the efficiency of energy use in buildings, both new construction and retrofits. Selected measures are recommended for incorporation into local building codes, and additional measures are recommended for voluntary implementation. Public agency leadership is emphasized, in this case, systematic implementation of cost-effective efficiencies in public buildings and infrastructure.

**M. 1991 Congestion Management Program (CMP) Including 1994 CMP Update and 1994 CMP/TIR Guidelines (December 1991, Updated February 1994)**

**Purpose of Plan.**

To insure that a balanced transportation system is developed that relates population growth, traffic growth, and land use decisions to transportation system level of service performance standards and air quality improvement.

The program has been prepared for the San Diego region.

**Recommendations.**

All cities and the County are responsible for conforming to the CMP including:

- Consistency with CMP traffic level of service (LOS) standards for a system of highways and roadways as designated in the CMP.
- Consistency with transit performance standards for frequency, routing and coordination of transit services between various operators as designated in the CMP.
- Preparation of trip reduction and travel demand management strategies that promote alternative transportation, an improved jobs/housing balance, and parking management as designated in the CMP.
- Creation of a land use impact analysis program capable of estimating the costs to mitigate impacts to the regional transportation system.
- Development of a seven-year capital improvement program (CIP) to maintain or improve traffic level of service and transit performance standards, mitigate regional transportation impacts, and conform to air quality programs.

Local agencies must also develop and approve CMP Deficiency Plans as necessary, develop CMP capital improvement project submittals, and use approved traffic analysis models and the regional database for CMP analysis.

## COMPARATIVE INDICATOR SCORES

### Energy Efficiency Implications of Change

+ Improving  
= Declining  
• No change

Neighborhood Element	Indicator	Definition	1995 Existing Conditions (EC)	2015 Neighborhood Plan Alternatives					
				2015 Existing Policies (EP)	EC to EP Change	2015 PLACE'S	EC to PLACE'S Change	2015 Comm. Preferred (CP)	EC to CP Change
Urban Form And Use	1. Parcel texture	Average size of all parcels in sq.ft.,	17,007	16,253	+	15,226	+	16,110	+
	2. Street grid texture	Ratio of blocks per acre versus an ideal of one block per acre (or approximately 200 ft. on each block face).	0.10	0.10	•	0.14	+	0.13	+
	3. Land-use diversity	Number of land-uses.	42	45	+	44	+	44	+
	4. Neighborhood completeness	Percent of key services present or within one mile.	83	83	•	95	+	95	+
Housing	5. Single family land parcelization	Average size of single family residential parcels in sq.ft.	9,360	9,102	+	8,670	+	8,947	+
	6. Single family dwelling density	Number of single family dwelling units that exist per net acre of land designated for single-family use.	6	6.5	+	6.5	+	6.4	+
	7. Home affordability	Ratio of average study area house sale price versus an "affordable price" using average study area household income, a housing budget of 25% of income, and normal financing terms.	1.5	N/A	N/A	N/A	N/A	N/A	N/A
	8. Multi-family dwelling density	Number of multi-family dwelling units that exist per net acre of land designated for multi-family use.	21	18.5	=	24	+	20.2	=
	9. Apartment affordability	Ratio of average study area apartment rent versus an "affordable rent" using average study area household income and a rent budget of 30% of income.	1.1	N/A	N/A	N/A	N/A	N/A	N/A
	10. Convenience shopping proximity	Percent of dwellings within 1/4 mile walking distance of a convenience market.	54	60	+	66	+	62	+
	11. Recreation proximity	Percent of dwellings within 1/4 mile of a park or school yard.	66	70	+	95	+	99	+
	12. Trolley proximity	Percent of dwellings within 1/4 mile of a trolley stop.	40	36	=	50	+	43	+
	15. Bus proximity	Percent of dwellings within 1/4 mile of a bus stop.	100	100	•	100	•	100	•

## INDICATOR SCORES *Continued*

Neighborhood Element	Indicator	Definition	1995 Existing Conditions (EC)	2015 Neighborhood Plan Alternatives					
				2015 Existing Policies (EP)	EC to EP Change	2015 PLACE'S	EC to PLACE'S Change	2015 Comm. Preferred (CP)	EC to CP Change
<b>Travel</b> <i>Continued</i>	31. Trolley-oriented employment density	Average number of employees per gross acre within 1/4 mile of trolley stops.	4.0	4.5	+	6.4	+	7.8	+
	32. Pedestrian network density	Percent of total street frontage (both sides) with an improved sidewalk.	73	76	+	100	+	100	+
	33. Pedestrian crossing distance	Average street width curb-to-curb in feet.	47.0	47.0	•	45.5	+	45.6	+
	34. Pedestrian crossing safety	Percent of major street intersections with traffic signals.	37	37	•	37	•	37	•
<b>Energy</b>	35. Resident consumption	Energy consumed for all purposes by residents in million Btu per resident per year.	33.7	32.8	+	28.4	+	29	+
	36. Solar friendliness	Percent of street centerlines lying within 30° of an east/west axis line.	55	55	•	56	•	57	+
	37. On-site self-reliance	Ratio of energy produced in study area versus total study area building energy demands.	0.004	0.004	•	0.05	+	0.05	+
<b>Emissions</b>	38. Air pollution	Carbon monoxide emitted by resident uses, in pounds per resident per year.	88	87	+	74	+	81	+
	39. Global warming	Carbon dioxide emitted by resident uses, in pounds per resident per year.	12,936	12,590	+	10,901	+	11,976	+

RECREATIONAL ACTIVITY STUDY DATA						
ACTIVITY	Number of people who identified activity	Total number of visits/week	Average number of visits/week	Percent of people surveyed interested in activity	Number visits <u>in</u> study area	Number visits <u>outside</u> study area
Basketball	167	186	1.1	16.7%	129	38
Horseback Riding	5	34	6.8	0.5%	3	2
Lap Swimming	125	146	1.2	12.5%	45	80
Soccer	4	74	18.5	0.4%	2	2
Video Arcade	32	40	1.3	3.2%	20	12
Skate Boarding	10	39	3.9	1%	5	5
Jogging	21	146	7.0	2.1%	14	7
Bike Riding	79	155	2.0	7.9%	55	24
Museum	2	0	0	0.2%	1	1

# RECREATIONAL ACTIVITY STUDY DATA

ACTIVITY	Number of people who identified activity	Total number of visits/week	Average number of visits/week	Percent of people surveyed interested in activity	Number visits <u>in</u> study area	Number visits <u>outside</u> study area
Movies	27	40	1.5	2.7%	15	12
Fishing	15	23	1.5	1.5%	10	5
Volleyball	56	41	1.0	5.6%	35	21
Baseball	8	42	5.3	0.8%	4	4
Tennis	78	115	1.5	7.8%	50	28
Weight Lifting	10	59	5.9	1%	4	6
Badminton	28	8	0.4	2%	4	24
Softball	8	31	3.9	8%	4	4

## Appendix C

- *Existing Policies Design land use map.*
- *August 21, 1996 memo summarizing the assumptions and methodology used to create the Existing Policies Design.*
- *Memo dated October 8, 1996 summarizing the INDEX modeling results.*



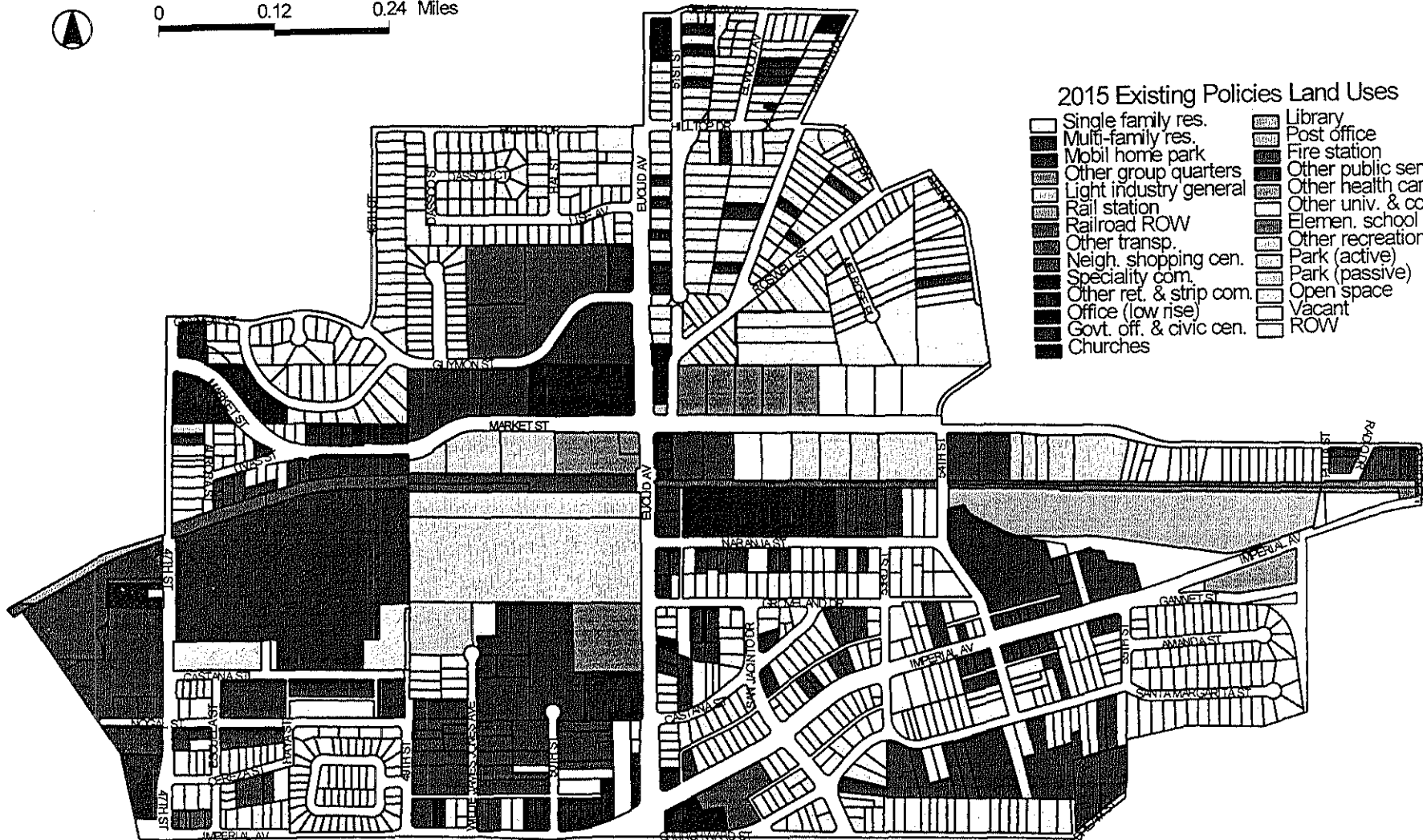
# Euclid PLACE<sup>3</sup>S Study



0 0.12 0.24 Miles

## 2015 Existing Policies Land Uses

- |                         |                        |
|-------------------------|------------------------|
| Single family res.      | Library                |
| Multi-family res.       | Post office            |
| Mobil home park         | Fire station           |
| Other group quarters    | Other public serv.     |
| Light industry general  | Other health care      |
| Rail station            | Other univ. & colleges |
| Railroad ROW            | Elemen. school         |
| Other transp.           | Other recreation       |
| Neigh. shopping cen.    | Park (active)          |
| Speciality com.         | Park (passive)         |
| Other ret. & strip com. | Open space             |
| Office (low rise)       | Vacant                 |
| Govt. off. & civic cen. | ROW                    |
| Churches                |                        |



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# PROJECT MEMORANDUM

## SUMMARY OF EXISTING POLICIES DESIGN

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**TO:** PLACE<sup>3</sup>S: Euclid Citizens Committee  
**FROM:** Mike McKeever and Jeff Mitchem  
**RE:** Existing Policies Future Projection  
**DATE:** 8/21/96

---

This memorandum summarizes the assumptions and methodology used to develop the Existing Policies Design. The purpose of the Existing Policies Design is to understand the strengths and weaknesses of status quo, or business as usual, development trends if they continue through the year 2015. This understanding will better help the community design alternative futures which advance the Committee's Vision and Values.

The Existing Policies Design is one of three alternatives that will be developed:

1. **Alternative 1: *Existing Policies Scenario*.** This scenario is a projection of what the community would look like if developed based on current economic and market trends, and existing city and community plans. The committee will evaluate this scenario against the previously developed values.
2. **Alternative 2: *PLACE<sup>3</sup>S Scenario*.** This scenario will be developed by the consultants considering the results of the evaluation of the Existing Policies Scenario. Energy efficiency will be emphasized as a primary organizing force of this design. This scenario will also be evaluated against the community values.

The evaluation results for these two alternatives will be compared and the committee will brainstorm to identify design ideas which would improve the performance of the community in meeting the values.

3. **Alternative 3: *Community Designed Scenario*.** This scenario will expand on concepts developed in the brainstorming activity to prepare a scenario which implements the committee's ideas. The committee's scenario will also be evaluated against the values.

The remainder of this memorandum describes the assumptions and methodology used to develop the Existing Policies Design.

**Employment Density.** Employment density estimates for different types of commercial uses are based on the current densities (square feet per employee) within the study area. Those densities are:

Retail	750 square feet/employee
Office	250 square feet/employee
Service	750 square feet/employee
Manufacturing	500 square feet/employee

A maximum capacity scenario was then developed using the high end of the density range for residents and employees in the study area. The purpose of this projection was to understand what the existing policies allowed for full development of the community without regard to any timeframe. These numbers revealed that the current plans allow a great deal more employment and housing population than current trends are projected to produce.

## **Methodology**

As described in the existing conditions presentation at the July Steering Committee meeting, the study area is comprised of over 1000 parcels organized into approximately 40 geographic zones (SANDAG Master Geographic Reference Areas). Future land uses and densities for each zone were determined based on the assumptions described above. The consulting team conducted site specific analysis considering physical constraints such as flood plain and topography.

The accompanying map, Existing Conditions, Plans and Policies Comparison identifies the specific parcels that are assumed to support new development by the year 2015. The residential and employment tables compare the existing conditions with planned capacity and future trends for each quadrant of the study area.

October 8, 1996

**TO:** Euclid Steering Committee

**FROM:** Consultant Team

**SUBJECT:** Energy Implications of Alternative Neighborhood Plans

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This memo describes INDEX computer modeling results for the two neighborhood planning scenarios called "Existing Policies" and "PLACE<sup>3</sup>S." INDEX is the computer model being used to score the resource efficiency or "sustainability" of alternative neighborhood plans. "Existing Policies" is the alternative that represents a continuation of market trends under the current neighborhood plan. "PLACE<sup>3</sup>S" is a consultant-prepared alternative plan that emphasizes resource efficiency. The Existing Policies and PLACE<sup>3</sup>S scenarios will be followed by a "Community Preferred" alternative that will be prepared by the Steering Committee in November.

The INDEX model measures the physical characteristics and performance of each alternative plan, and expresses its results through a set of "indicators." These indicators gauge how resource efficient the neighborhood might become by the year 2015 under each scenario. To determine resource efficiency, the indicators are focused on those physical and performance factors that affect energy use. Energy is considered to be a valid yardstick of neighborhood efficiency because its use, costs, and pollution are associated with virtually all activities in the neighborhood as follows:

- *Homes and businesses.* Residential and commercial buildings use electricity, natural gas (and sometimes renewable resources like solar) for lights, heating and cooling, hot water, appliances, and equipment. Energy is also consumed and embodied in the construction of new buildings as the neighborhood grows. On average, Euclid residents spend about 3% of their income on home energy. Building attached homes, orienting them for solar use, and landscaping them for cooling purposes are examples of how the neighborhood can save energy, money, and pollution in the future.
- *Transportation.* Neighborhood residents, workers, and shoppers use gasoline, diesel, and other fuels for travel within, and to and from, the neighborhood. Because many people rely on auto travel, which is energy inefficient, the transportation sector often accounts for a large majority of neighborhood energy use. On average, Euclid residents spend about 5% of their income on transportation energy. Households could save several hundred dollars annually by walking, biking, and using transit instead of auto driving. The neighborhood plan can help make walking, biking, and transit more convenient and practical through a greater mix of nearby activities and services, and through improved street connections, sidewalks, and traffic safeguards.
- *Infrastructure.* Electricity is used to operate the neighborhood's water and sewer systems, streetlights, and traffic signals. Energy is also consumed and embodied in constructing new infrastructure. Operating and maintaining infrastructure over its useful life is also a major energy expense for municipal government. A neighborhood plan that encourages in-fill can help improve infrastructure efficiency by taking advantage of existing capacity that saves the community both extension and operating costs.

A detailed breakdown of neighborhood travel demands is attached to the INDEX indicators table.

- **Energy.** These indicators summarize how self-sufficient the neighborhood is using renewable resources, and how much it could be; and total per capita energy consumption. Under Existing Policies, Euclid is assumed to use the same minimal amount of solar energy currently applied to multi-family domestic hot water heating. However, given that over half of the neighborhood's streets are oriented to be solar friendly, the PLACE<sup>3</sup>S plan assumes a tenfold increase in solar use that will equate to about 5% of the neighborhood's total building demands. In terms of total energy consumption, both Existing Policies and PLACE<sup>3</sup>S result in higher per capita energy use. This is because both alternatives increase the amount of neighborhood employment in relation to residences. Because employment land-uses are more energy-intense than residences (because of worker and shopper travel), Euclid's per capita efficiency appears to be declining. However, the surrounding community and region may be enjoying a net savings if people are able to work and shop more conveniently in Euclid than at their previous destinations. This question will be addressed in the work program's next task comparing alternative plans in detail, so final per capita energy use results must await that step.
- **Pollution.** These indicators are tied directly to energy consumption, and in particular to auto driving. As explained above, because of greater employee and shopper travel to and from the neighborhood, both Existing Policies and PLACE<sup>3</sup>S produce higher per capita emission quantities. However, the forthcoming analysis of net change in regional destinations may show Euclid to be a favorable location for such employment in-fill.

Overall, the Existing Policies plan is a solid base on which to build the efficiency improvements contained in the PLACE<sup>3</sup>S plan. Whereas a third of the INDEX indicators show no improvement under Existing Policies, only 8% remain static under PLACE<sup>3</sup>S. About 40% of the indicators improve under Existing Policies versus 80% with PLACE<sup>3</sup>S. It should be stressed that these are subjective interpretations of computer output intended to supplement, not replace, the Steering Committee's use of its vision and values in formulating the Community Preferred alternative.

Detailed indicator scores are attached, followed by travel demand breakdowns, for each alternative.

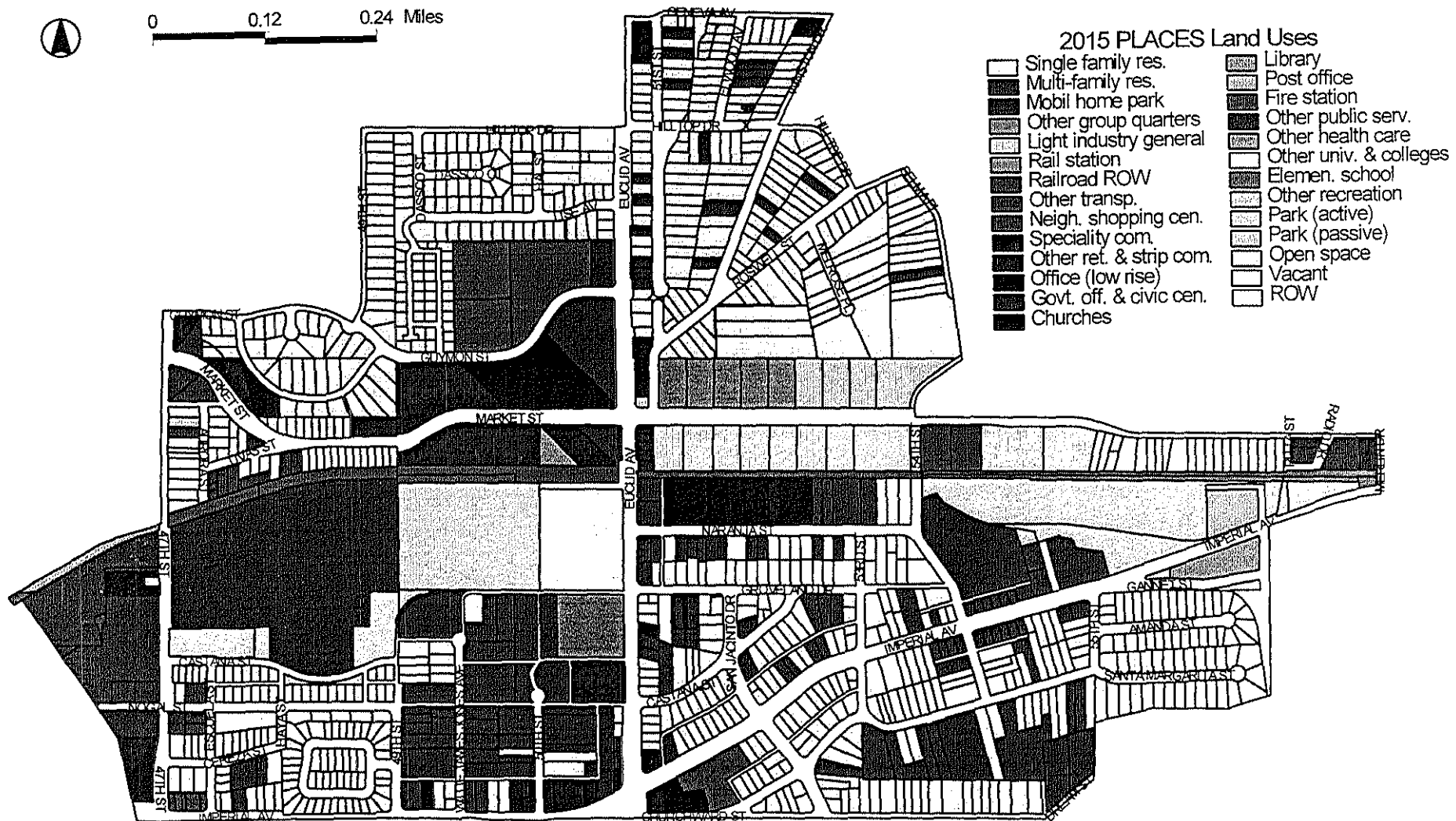
## Appendix D

- *PLACE<sup>3</sup>S Design land use map*
- *October 16, 1996 memo summarizing the PLACE<sup>3</sup>S Design.*

# Euclid PLACE<sup>3</sup>S Study



0 0.12 0.24 Miles



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## PROJECT MEMORANDUM PLACE<sup>3</sup>S DESIGN SUMMARY

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**TO:** PLACE<sup>3</sup>S: EUCLID Advisory Committee  
**FROM:** Mike McKeever and Jeff Mitchem  
**DATE:** 10/16/96

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The PLACE<sup>3</sup>S design addresses physical form issues (land use, density, etc.) as well as quality of life issues such as people enjoying themselves in a unique and healthy environment. We have attempted to design an exciting and vital place for the neighborhood to celebrate its unique sense of community. We have attempted to provide complete and well balanced places throughout the community where people can comfortably socialize and safely and conveniently walk or take transit to meet their needs. The PLACE<sup>3</sup>S design is about human behavior.

You know how you want your community to behave. That behavior is well described by your Community Vision and Values. The goal of the PLACE<sup>3</sup>S design is to focus on the details, to provide the tools to demonstrate how energy efficiency can guide development within the context of your Community Vision and Values. This memorandum gives a general overview of the strategies used to achieve that goal.

We also describe (in Attachment A) how the specific PLACE<sup>3</sup>S design menu items were used to complete the design. Once the PLACE<sup>3</sup>S design was developed, it was measured for energy use by the INDEX computer model in the same manner as the Existing Policies Design. For a detailed description of the results of that measurement, please see the accompanying report by Criterion.

The basic strategies used in the PLACE<sup>3</sup>S design fall into five categories: Existing Strengths, Employment, Housing, Recreation and Education, and Circulation.

### ■ Existing Strengths

The previous analysis conducted earlier in the project in the areas of existing conditions and existing policies provided us with the very thorough understanding of your community's strengths. Those strengths are: strong community vision, regional centrality, strong industrial employment potential, excellent transit service, good potential pedestrian network, popular public facilities in core area, good infill potential, and good past community planning policy and conceptual designs.

As you recall, all of these strengths were mapped in one of our earlier meeting events. That mapping product became the framework for the PLACE<sup>3</sup>S design. This framework was the community foundation to which we added specific design features. We maintained the strong access through the community to vicinity key destinations, located desired jobs within the core, increased transit ridership potential by adding more housing near the transit



## ■ Circulation

The community is currently well connected with local streets and sidewalks. Good local connections (through streets and few cul-de-sacs) are important to reduce the length of car trips and the number of traffic signals. More importantly however, good connections encourage pedestrian and bicycle travel if safe facilities and close destinations are provided.

The PLACE<sup>3</sup>S design provides a community wide network of well connected local streets, pedestrian paths, alleys, recreation trails, and parks and opens space to create a well balanced pedestrian environment. Local streets were extended in key areas throughout the community (Hallmark Way, 50th Street, Willie James Jones Avenue) to provide more direct auto access. Alleys were extended from the predominantly residential area of 49th Street to the predominantly commercial area of Market and Imperial to provide more direct pedestrian connections for local shopping. The recreation trail within the Chollas Creek drainage was improved through the community to provided safe, convenient pedestrian access from neighborhood to transit and schools.

## Attachment A

### PLACE<sup>3</sup>S: Euclid

## DISCUSSION OF APPLIED DESIGN MENU ITEMS

The PLACE<sup>3</sup>S design menu is comprised of five topics: Land Use and Urban Form, Travel, Parks and Open Space, Site Design, and Infrastructure. The following describes the design menu items for each topic which were used to complete the PLACE<sup>3</sup>S design. (excerpted from need proper citation.)

### Land Use and Urban Form

The fundamental approach to the PLACE<sup>3</sup>S land use concept is to develop a pattern of uses which would result in a local community orientation that would reduce reliance on the automobile and provide the greatest potential for local internal activity by residents and workers.

- **Land Use Mix**
  - **Separate Buildings.** A functionally integrated development that combines two or more different uses such as residential, office, retail, civic, entertainment, or industrial in separate buildings within walking distance reduces the need to travel by car or transit between uses. If the mixed-use is near a transit station, transit use is encouraged because the need for an auto at one end of the trip is reduced. This type of use mix is prevalent throughout the community.
  - **Same Building.** A functionally integrated development that combines two or more in a single building provides similar benefits to those described above. It also allows more efficient use of the building's energy systems through shared use of peak capacities at different times of the day. The PLACE<sup>3</sup>S design assumes this type of use mix at the key activity centers at the intersections of 47th St. & Market St. and Market St. & Euclid Ave.
  - **Live/Work Space.** A functionally integrated development that combines residential space with office or studio space within a single unit supports home-based occupations which result in reduced commute trips. The efficiency of the building's heating, cooling, and lighting systems are also improved by this dual use. The PLACE<sup>3</sup>S design also assumes this type of use mix at the key activity centers at the intersections of 47th St. & Market St. and Market St. & Euclid Ave.
- **Density.** Residential density targets for each housing type are set based on research conducted in the areas of regional population growth projections, demographics, market demand, infrastructure capacity and community context. Medium densities are located within walking distance of transit. The highest densities are located at core activity areas.
- **Focal Points.** A neighborhood center with a variety of public services and public open space tends to reduce auto travel by making multiple stops unnecessary. These centers represent an important opportunity to create a sense of place for the community. The two primary centers are located at 47th Avenue & Market Street and Euclid & Market Street.
- **Dispersed Small-Scale Offices and Other Employment Opportunities.** A dispersal of employment opportunities throughout residential areas tends to reduce the need

- **Efficient Street Patterns.** A street pattern that permits one to travel between destinations, such as a house and a transit station, in a relatively direct manner reduces the length of trips and encourages pedestrian and bicycle use. A well connected grid of local streets and alleys without dead ends and cul-de-sacs reduces energy consumption by improving local pedestrian and auto access. Street extensions are planned in the PLACE<sup>3</sup>S design from Guymon Street to Lise Ave., from Castana St. to 49th Street and from 49th St. to Euclid Ave.
- **Sidewalks.** Wider sidewalks (at least 8 feet) should be provided in activity centers. Narrower sidewalks (at least 5 feet) can be provided in periphery areas. All streets in the community include sidewalks in the PLACE<sup>3</sup>S design.
- **Street Trees and Vegetation.** Evenly spaced (no greater than 30 feet on center) street vegetation can help create a comfortable human scale place. A street tree planting program has been implemented for all major and minor streets in the community.
- **Human Scale Features.** Awnings, porches, stoops, ground level windows, benches, kiosks, cafe tables, places to sit, sidewalk merchandising, articulated building facades, pocket parks and plazas, and reduced building setbacks should all be used liberally. The PLACE<sup>3</sup>S design assumes that these types of facilities will be focused in the key activity centers at 47th St. & Market St. and Market St. and Euclid Ave.
- **Crossings.** Frequent (no more than 200 feet) pedestrian crossings of all streets should be provided with special treatments such as stripping, pavement undulations, signage, surface material changes, and choked sidewalks. Although no new traffic signals have been added in the PLACE<sup>3</sup>S design, special paving features at key crossings at the intersections of 47th St. & Market St., Market St. & Euclid Ave., and Euclid Ave. and Imperial Ave. is assumed.
- **Parking Siting.** The sensitive design and location of surface parking can accommodate the needs of motorists while enhancing a pedestrian environment. These considerations are included in the PLACE<sup>3</sup>S design within the key activity centers at 47th St & Market St. and Market St. & Euclid Ave.
  - **Surface Parking Orientation.** All surface parking lots should be oriented to periphery automobile accessways and away from pedestrian environments.
  - **Pavement Minimization.** By reducing the amount of pavement in surface lots the natural process of surface water percolation and groundwater recharge can be maintained. Naturally landscaped drainage swales make excellent filtration devices. Heat radiation can also be minimized by reducing the reflectivity of surface lots.

## **Parks and Open Space**

- **Full Range of Recreation Opportunities.** The presence of a full range of recreation and open space opportunities within a community can reduce vehicle trips, enhance quality of life and even help improve air quality. A "full range" means active neighborhood parks as well as urban squares, linear parks or trails, natural areas and pocket parks. The PLACE<sup>3</sup>S Design integrates all of these features.
- **Shading.** The use of street trees to shade the street surface, sidewalks, bike paths, parked cars, and buildings. This reduces the amount of energy absorbed by the surfaces, which again reduces building air conditioning demands, and makes the neighborhoods more

## **Appendix E**

- *Table summarizing design recommendations made by each group at the Community Preferred Design Charrette.*
- *Table summarizing the Advisory Committee's final design recommendations.*
- *Community Preferred Design land use map.*
- *March 3, 1997 memo from McKeever/Morris addressing community's concern with housing in the core area and conversion of the mobile home property to another use.*

# Community Design Recommendations

Small Group # by Facilitator: 1. Rob Rundle, 2. Coleen Frost, 3. Mike Stepner, 4. Gary Preuss, 5. Herb Lemmons, 6. Angeles Liera

MAP INDEX #	PLACE3S DESIGN PROJECT DESCRIPTION LAND USE	COMMUNITY RECOMMENDED CHANGES	SMALL GROUP #
1	• <b>Jobs &amp; Housing</b> - Total jobs is 2,080 (increase of 38% from existing conditions). Total dwelling units is 2,818 (increase of 40% from existing conditions).	Increase to 2 jobs per household..... Jobs ok in PLACE3S Design.....	3,4 1,2,5,6
2	• <b>Single-Family / Multi-Family Split</b> - Multi-Family 53%, Single-Family 34%, Mobile Home 10%, Senior 1.25%, Multi-Family above employment 1.5%.	More owner-occupied single-family..... No Granny Flats..... OK.....	1 2,3 4,5,6
3	• <b>Mixed Use Activity Center #1</b> - 47th Ave. & Market St. intersection - 59% residential, 14% retail, 30% Office.	OK-If "Uptown" style design, More Office..... OK.....	1 2,3,4,5,6
4	• <b>Mixed Use Activity Center #2</b> - Euclid Ave. & Market St. intersection - 71% residential, 21% retail, 8% office.	No large market, More tourist attractiveness..... Reduced intensity, trolley parking..... Add office tower (like MTDB)..... Multi-Purpose Office Building..... OK.....	1 2 3 4 5,6
5	• <b>Single-Family Residential Density</b> . 6.5 dwelling units per acre. Lot sizes range from 7,000 to 10,000 square feet.	OK.....	1,2,3,4,5,6
6	• <b>Small-Lot Single-Family Residential Density</b> - 9 dwelling units per acre. Lot sizes range from 3,000 to 5,000 square feet.	OK..... Save open space next to school	1,2,3 4,5,6
7	• <b>Rowhouse Residential Density</b> - 12 dwelling units per acre. Lot sizes average 2,500 square feet.	OK..... Change to employment	1 2,3,4,5,6
8	• <b>Multi-Family Residential Density</b> - 24 dwelling units per acre.	OK.....	1,2,3,4,5,6
9	• <b>Employment Center #1</b> . Industrial employment on Market St. east of Euclid Ave.	OK..... OK if consistent with SANDAG demand projections...	1,2,3,5,6 4
10	• <b>Employment Center #2</b> . Retail employment on Market St. at Chollas Creek crossing.	Public Plaza..... Office Employment..... OK..... Low Tech Employment.....	1 2 3,5,6 4
11	• <b>Employment Center #3</b> . Voc. Tech. Education employment at Langley parcel (Euclid Ave.)	OK.....	1,2,3,4,5,6
12	• <b>Public Use #1</b> . Central Public Square at the intersection of Market St. & Euclid Ave.	OK..... Multi-purpose office tower..... Include public gardening.....	1,2,3,6 4 5
13	• <b>Public Use #2</b> . Neighborhood Park behind the Langley parcel on Euclid Ave.	OK..... OK-needs trolley access.....	1,3,4,5,6 2
14	• <b>Public Use #3</b> . Neighborhood Park at the intersection of Imperial Ave. and Valencia Parkway.	OK.....	1,2,3,4,5,6
15	• <b>Public Use #4</b> . Chollas Creek drainageway restoration and construction of a recreation trail.	OK..... Linear Park.....	1,2,3,5 4,6

MAP INDEX #	PLACE3S DESIGN PROJECT DESCRIPTION DESIGN	COMMUNITY RECOMMENDED CHANGES	SMALL GROUP #
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21	<ul style="list-style-type: none"> <li>• <b>Street Trees and Vegetation.</b> Street Tree Planting Program for all major streets (47th St., Market St., Imperial Ave., Euclid Ave.) in the community.</li> </ul>	OK if City Street Design Manual allows..... OK if shade trees..... OK, expand to all streets	1 2,3,4,6 5
22	<ul style="list-style-type: none"> <li>• <b>Human Scale Features.</b> Features such as low level street lighting (street lamps), signage, seating, special paving materials, raised pavement, sidewalk extensions, etc. along all major streets (47th St., Market St., Imperial Ave., Euclid Ave.)</li> </ul>	OK.....	1,2,3,4,5,6
23	<ul style="list-style-type: none"> <li>• <b>Building Orientation.</b> Primary building entrances should be oriented to pedestrian areas at the key activity centers at 47th St &amp; Market St. and Market St. &amp; Euclid Ave.</li> </ul>	OK.....	1,2,3,4,5,6
24	<ul style="list-style-type: none"> <li>• <b>Parking Siting.</b> Locate parking lots away from primary pedestrian areas and out of direct sun exposure to minimize heat gain and reflection at the key activity centers at 47th St &amp; Market St. and Market St. &amp; Euclid Ave.</li> </ul>	OK.....	1,2,3,4,5,6
25	<ul style="list-style-type: none"> <li>• <b>Design Theme #1.</b> Ethnic architectural theme at intersection of Euclid Ave. and Imperial Ave. Theme to enhance existing Spanish style architecture (St. Rite's Church.)</li> </ul>	OK..... Multi-cultural architecture, not just one kind.....	1,3,4,5 2,6
26	<ul style="list-style-type: none"> <li>• <b>Design Theme #2.</b> Ethnic architectural theme at intersection of Market St. and Euclid Ave. Theme to enhance existing architectural style (Malcolm X Library and Tubman-Chavez community center.)</li> </ul>	OK..... More public art opportunity.....	1,2,3,4,5 6

# Community Design Recommendations FINAL

Project #	PLACE3S DESIGN PROJECT DESCRIPTION LAND USE	COMMUNITY RECOMMENDED CHANGES TO PLACE3S DESIGN
1	• <b>Jobs &amp; Housing</b> - Total jobs is 2,080 (increase of 38% from existing conditions). Total dwelling units is 2,818 (increase of 40% from existing conditions).	Increase office jobs in core areas and industrial jobs east on Market
2	• <b>Single-Family / Multi-Family Split</b> - Multi-Family 53%, Single-Family 34%, Mobile Home 10%, Senior 1.25%, Multi-Family above employment 1.5%.	Decrease residential in core areas Do not emphasize Granny Flats
3	• <b>Mixed Use Activity Center #1</b> - 47th Ave. & Market St. Intersection - 59% residential, 14% retail, 30% Office.	Mixed Use with Residential OK If similar to "Uptown" Development
4	• <b>Mixed Use Activity Center #2</b> - Euclid Ave. & Market St. Intersection - 71% residential, 21% retail, 8% office.	Increase office employment - 2 stories Reduce Housing - 2 Stories Preserve Existing Trolley Parking
5	• <b>Single-Family Residential Density</b> . 6.5 dwelling units per acre. Lot sizes range from 7,000 to 10,000 square feet.	YES
6	• <b>Small-Lot Single-Family Residential Density</b> - 9 dwelling units per acre. Lot sizes range from 3,000 to 5,000 square feet.	YES Save open space next to school
7	• <b>Rowhouse Residential Density</b> - 12 dwelling units per acre. Lot sizes average 2,500 square feet.	Density is OK Do not locate on Market St.
8	• <b>Multi-Family Residential Density</b> - 24 dwelling units per acre.	YES
9	• <b>Employment Center #1</b> . Industrial employment on Market St. east of Euclid Ave.	Include multi-story industrial. Convert single family to Industrial.
10	• <b>Employment Center #2</b> . Retail employment on Market St. at Chollas Creek crossing.	Business Park on North side of St. Grocery and 2-story Retail/Office on South side of St.
11	• <b>Employment Center #3</b> . Voc. Tech. Education employment at Langley parcel (Euclid Ave.)	YES
12	• <b>Public Use #1</b> . Central Public Square at the Intersection of Market St. & Euclid Ave.	YES
13	• <b>Public Use #2</b> . Neighborhood Park behind the Langley parcel on Euclid Ave.	YES
14	• <b>Public Use #3</b> . Neighborhood Park at the intersection of Imperial Ave. and Valencia Parkway.	Employment in 500 year floodplain. Park/Open Space in 100 year floodplain.
15	• <b>Public Use #4</b> . Chollas Creek drainageway restoration and construction of a recreation trail.	YES

Project #	PLACE3S DESIGN PROJECT DESCRIPTION  <b>DESIGN</b>	COMMUNITY RECOMMENDED CHANGES TO PLACE3S DESIGN
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**FINAL**

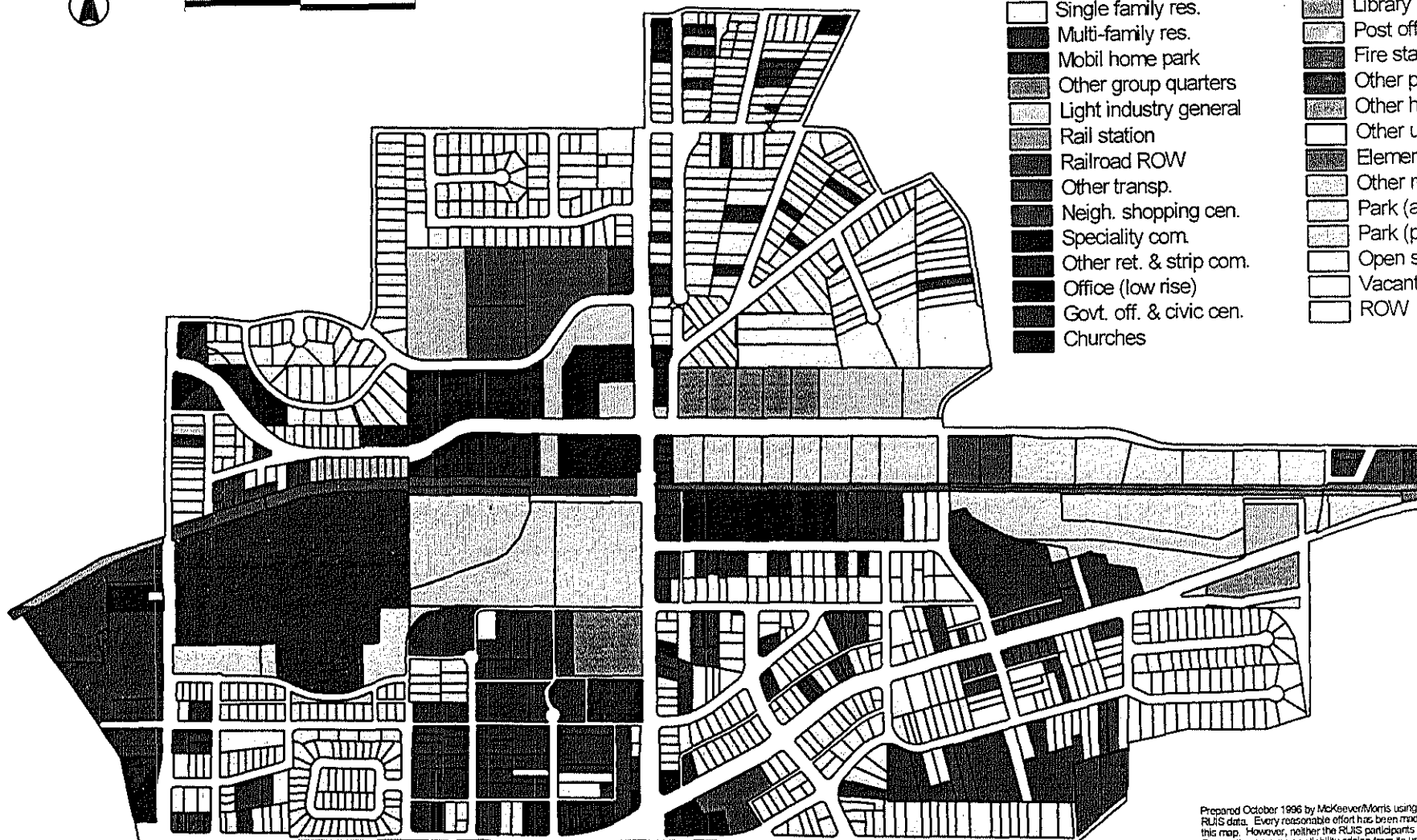
21	<ul style="list-style-type: none"> <li>• <b>Street Trees and Vegetation.</b> Street Tree Planting Program for all major streets (47th St., Market St., Imperial Ave., Euclid Ave.) in the community.</li> </ul>	YES, per City Street Design Manual and shade trees
22	<ul style="list-style-type: none"> <li>• <b>Human Scale Features.</b> Features such as low level street lighting (street lamps), signage, seating, special paving materials, raised pavement, sidewalk extensions, etc. along all major streets (47th St., Market St., Imperial Ave., Euclid Ave.)</li> </ul>	YES
23	<ul style="list-style-type: none"> <li>• <b>Building Orientation.</b> Primary building entrances should be oriented to pedestrian areas at the key activity centers at 47th St &amp; Market St. and Market St. &amp; Euclid Ave.</li> </ul>	YES
24	<ul style="list-style-type: none"> <li>• <b>Parking Siting.</b> Locate parking lots away from primary pedestrian areas and out of direct sun exposure to minimize heat gain and reflection at the key activity centers at 47th St &amp; Market St. and Market St. &amp; Euclid Ave.</li> </ul>	YES
25	<ul style="list-style-type: none"> <li>• <b>Design Theme #1.</b> Ethnic architectural theme at intersection of Euclid Ave. and Imperial Ave. Theme to enhance existing Spanish style architecture (St. Rita's Church.)</li> </ul>	YES, Multi-Cultural
26	<ul style="list-style-type: none"> <li>• <b>Design Theme #2.</b> Ethnic architectural theme at intersection of Market St. and Euclid Ave. Theme to enhance existing architectural style (Malcolm X Library and Tubman-Chavez community center.)</li> </ul>	YES, Multi-Cultural



# Euclid PLACE<sup>3</sup>S Study



0 0.12 0.24 Miles



## 2015 Community Preferred Land Uses

Single family res.	Library
Multi-family res.	Post office
Mobil home park	Fire station
Other group quarters	Other public serv.
Light industry general	Other health care
Rail station	Other univ. & colleges
Railroad ROW	Elemen. school
Other transp.	Other recreation
Neigh. shopping cen.	Park (active)
Speciality com.	Park (passive)
Other ret. & strip com.	Open space
Office (low rise)	Vacant
Govt. off. & civic cen.	ROW
Churches	

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## MEMORANDUM

TO: Euclid Station Area PLACE<sup>3</sup>S Project Advisory Committee  
FROM: Mike McKeever  
DATE: 3/3/97  
RE: Policy language for housing and El Rey Mobile Home Park

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Two of the most difficult planning issues in developing the Community Preferred Design have been whether to encourage mixed use projects in the core area of the community and whether to anticipate a future conversion of the El Rey mobile home park to some other use(s). Many committee members have expressed strong reservations about both ideas. The community concerns about housing are: a) developers will build housing first to justify creation of a market for employment uses, but then the employment uses will never be constructed; and b) additional multi-family housing will be constructed that will not be suitable for families or contribute to the re-vitalization and stability of the community. The community concern about the trailer park is eliminating a stable source of affordable housing for community residents.

At the January Committee meeting participants agreed to consider policy language that would attempt to define the conditions under which mixed use housing and trailer park conversion would be supportable. One of the reasons for addressing the trailer park issue would be to assure that the community's wishes for other uses of the property be implemented should a conversion occur in the future. This memo provides a first draft of that policy language for review and discussion at the March 12 committee meeting.

### MIXED USE HOUSING IN CORE AREA - PROPOSED POLICY LANGUAGE:

The community wishes to maximize employment related land uses in the core area along Market and at the main intersections of Market-Euclid and Market-47th. Housing should only be allowed in these areas under two circumstances:

1. The housing is built at the same time as the employment generating use and housing comprises no more than what is allowed in the South East San Diego Community Plan; or
2. The parcel's size, shape or other constraints make it unsuitable for traditional employment generating development and the housing units are designed and marketed as "home-occupation" units (home and work in the same unit). This category of housing should not be allowed to comprise more than 5% of the land area in the Market Street corridor.

### EL REY TRAILER PARK CONVERSION - PROPOSED POLICY LANGUAGE:

The community places a very high value on the stable, affordable housing opportunities provided by the El Rey Mobil Home Park and wishes the Park to remain as a permanent and important component of the community. Market or

## **Appendix F**

- *Chart identifying projects necessary to implement the Community Preferred Design.*
- *Memo dated March 3, 1997 summarizing findings of interviews with area developers.*
- *Site plan for the Langley development.*
- *Design theme illustration for the Langley/MTDB parcels.*

## EUCLID STATION AREA PLACE<sup>3</sup>S PLANNING PROJECT IMPLEMENTATION ACTION CHART

The purpose of this implementation action chart is to provide interested persons a means of monitoring the implementation process for the Community Preferred Design. It provides a comprehensive list of all projects necessary to implement the design, timing phases for project completion and actions necessary to bring the projects to fruition.

**Proposals for Action.** A comprehensive list of specific actions necessary to implement the Community Preferred Design. These proposals for action are based on the projects described in the Community Preferred Design Project Implementation Matrix.

**Timing/Cost.** Four timing phases result in a five-year implementation timeline for all projects. Funding estimates are provided for each project.

**Action Agenda.** Key actions necessary to implement the Community Preferred Design:

- (1) **Leadership.** Key individual or organization (including phone #) responsible for overall leadership to carry the program through.
- (2) **Key Tasks.** Key tasks of the implementation process.
- (3) **Stakeholders.** Key organizations or individuals needed to maintain a wide range of support and involvement in bring the plan to fruition.
- (4) **Community Involvement.** Key community events to link the implementation process to all participants and interested parties.

PROPOSALS FOR ACTION	TIMING/COST						ACTION AGENDA			
	Phase One (within 75 days)	Phase Two (FY 1997-98)	Phase Three (FY 1999)	Phase Four (FY 2000-2002)	Total Funding	Funding Source	Leadership	Key Tasks	Stakeholder Investment	Community Involvement
<b>ECONOMIC DEVELOPMENT</b>										
<b>Vocational Training.</b> Establish vocational training program to be instated as a part of future development of Langley parcel as educational/training facility.		\$50,000			\$50,000		Jacobs Family Foundation+ City+ Energy Commission		BCA + Urban League+ SEDG+ SDSU+ Comm. Coll.+ Comm Ind. Council	
<b>Enterprise Community.</b> Continue to use benefits of federal program.	Continue Existing Program	Continue Existing Program					SEDG		City+ Enterprise Committee	
<b>Empowerment Zone.</b> Re-apply for federal Empowerment Zone status.		\$5,000			\$5,000		City		City+Energy Commission+ Housing Commission	
<b>Entrepreneur Loans.</b> Low interest loans for new businesses.	\$50,000 Apply Existing Program				\$50,000		SEDG Action San Diego		SEDG+Local Banks+Local Business+ BID	
<b>Facade Rebate Programs.</b> Provision of matching funds for facade improvements.	\$10,000 Apply Existing Program						SEDG		City+SEDG+ BID	
<b>Market Study in Activity Centers.</b> Commission a market analysis for the Market St. corridor from 47th St. to Euclid Ave. Include: Jobs & Housing Targets, SF vs. MF Split Targets, Live/Work, etc.		\$30,000			\$30,000		City Energy Commission	• RFP/Work Scope • Findings & Recommendations • Draft Plan • Final Plan • Adoption	BID+SEDG+ Committee+ UCSD+SDSU+ USD	• SEDG Community Mtg

PROPOSALS FOR ACTION	TIMING/COST						ACTION AGENDA			
	Phase One (within 75 days)	Phase Two (FY 1997-98)	Phase Three (FY 1999)	Phase Four (FY 2000-2002)	Total Funding	Funding Source	Leadership	Key Tasks	Stakeholder Investment	Community Involvement
<b>PUBLIC IMPROVEMENTS</b>										
Market Street Improvements. Improve streets to meet City standards.		\$200,000	\$300,00		\$500,000		City SEDC	<ul style="list-style-type: none"> <li>Needs analysis</li> <li>Construction Notice</li> <li>Construction Period</li> </ul>	Committee	<ul style="list-style-type: none"> <li>Committee Meeting</li> <li>Public Hearing</li> </ul>
Neighborhood Tree Planting Program. Prepare study area wide Tree Planting Program.	\$15,000	\$10,000	\$10,000	\$10,000	\$45,000		City+ Committee+ Regional Energy Office	<ul style="list-style-type: none"> <li>Scope of Project</li> <li>Draft Recommendations</li> <li>Final Recommendations</li> <li>Construction</li> <li>Maintenance</li> </ul>	Committee+ People for Trees+San Diego Earth Day, Schools+Boy Scouts+ Bay View CDC+ Church Groups+ Girl Scouts	<ul style="list-style-type: none"> <li>Committee Mtg</li> <li>Community Workshop</li> <li>Public Hearing</li> </ul>
Chollas Creek Improvements. Commission design development and construction engineering project for entire length of creek through study area.	\$5,000 Apply Existing Program	\$25,000	\$60,000	\$400,000	\$480,000	ISTEA	City+ Committee	<ul style="list-style-type: none"> <li>Scope of Project</li> <li>Draft Design</li> <li>Final Design</li> <li>Schedule of Events</li> <li>Workshop</li> </ul>	Committee+ SEDC+EHC+ Schools+Energy Commission+ Parks & Rec.+ BID+SANDAG	<ul style="list-style-type: none"> <li>Committee Mtg</li> <li>Community Workshop</li> <li>Public Hearing</li> </ul>
Street Lights. Bring all streets into compliance with city standards. Should be pedestrian scale and white lights.		\$70,000	\$70,000	\$70,000	\$210,000	ISTEA	City+ Regional Energy Office	<ul style="list-style-type: none"> <li>Needs analysis</li> <li>Construction Notice</li> <li>Construction Period</li> </ul>	Committee SDG&E+ Energy Commission +SANDAG	<ul style="list-style-type: none"> <li>Committee Meeting</li> <li>Public Hearing</li> </ul>
Pedestrian Crossings. Commission design development and construction engineering project for Improvements at Market St. Intersections with 47th St. and Euclid Ave.		\$50,000			\$50,000		City	<ul style="list-style-type: none"> <li>Work Scope/RFP</li> <li>Draft Design</li> <li>Final Design</li> <li>Construction Schedule</li> </ul>	Committee+ Planning Committee+ MTDB+ SANDAG	<ul style="list-style-type: none"> <li>Committee Meeting</li> <li>Community Workshop</li> <li>Public Hearing</li> </ul>
Bikeways. Add bike lane striping to Euclid Ave., Market St., 47th St., Imperial Ave. & Chollas Cr.	Continue Existing Program						City	<ul style="list-style-type: none"> <li>City Compliance</li> </ul>	Committee+ SANDAG+ Regional Energy Office	
Sidewalks. Bring all streets into compliance with city standards.		\$100,000	\$100,000	\$100,000	\$300,000		City	<ul style="list-style-type: none"> <li>Survey</li> <li>Construction</li> </ul>	Committee+ SANDAG	
Street Extensions. Require the extension of the following streets as a part of development applications: <ul style="list-style-type: none"> <li>Castana to 49th St.</li> <li>Alleys-49th St. to Euclid Ave.</li> </ul>		\$500,000			\$500,000	ISTEA	City	<ul style="list-style-type: none"> <li>Commission Traffic Study</li> </ul>	Committee+ SANDAG	
Litter Removal. Organize litter removal program for entire study area.	Continue Existing Program						Committee	<ul style="list-style-type: none"> <li>Scoping</li> <li>Scheduling</li> <li>Public Event</li> </ul>	City+ Boy/Girl Scouts	

PROPOSALS FOR ACTION	TIMING/COST					ACTION AGENDA				
	Phase One (within 75 days)	Phase Two (FY 1997-98)	Phase Three (FY 1999)	Phase Four (FY 2000-2002)	Total Funding	Funding Source	Leadership	Key Tasks	Stakeholder Investment	Community Involvement
HOUSING										
Ownership Programs. Develop home ownership programs partnering local financial institutions, federal programs and potential home owners.	\$50,000 Apply Existing Program				\$50,000		Housing Commission		SEDC+City+ NHS+Bayview CDC	
Housing Rehabilitation. Compile information on federal, state and local programs available to property owners. Disseminate through SEDC.	Apply Existing Program						Housing Commission		Housing Commission+SEDC+ City+ NHS+Urban League+Bay View CDC+SD Housing Corp+BCA	
Energy Efficient Systems. Compile and disseminate information on housing and commercial office systems. Make available to home owners and prospective home owners through SEDC.	Apply Existing Program						Regional Energy Office		City+SEDC SDG&E+ Bayview CDC	
Total Funding					\$50,000					
REGULATORY CHANGES										
MF Residential at Market St. Core. Change city code to include multi family as an allowed use if part of mixed use project in specified areas.	Apply Existing Program						City	• City Action	Committee+ SEDC	
Mixed Use Overlay. Establish mixed use overlay zone at Market St. & 47th St. Intersection.	Apply Existing Program						City	• City Action	Committee+ SEDC	
Mixed Use Design Guidelines/ Development Standards. Prepare guidelines & standards for the mixed use overlay zones addressing such things as building orientation, setbacks, parking siting, etc.		\$5,000			\$5,000		City	• City commissions study • Scoping • Draft recommendations • Final recommendations	Committee+ SEDC+AIA+ Planning Comm.	• Workshop • Public Hearing
Parking Strategy. Develop a comprehensive parking strategy as a part of master plan for the Market St. corridor.	\$2,000	\$30,000			\$32,000		City	• City conducts study.	Committee+ SEDC	• Public Hearing
Small Lot Overlay. Allow small lot single-family residential development on Castana St. between Haya St. & 49th St.	Apply Existing Program						City	• City Action	Committee+ SEDC	
Rowhouse Overlay. Allow rowhouse development on Market St. at Uvas St.	Apply Existing Program						City	• City Action	Committee+ SEDC	
Market Corridor Master Plan. Develop a work scope for a master plan including program development, conceptual design and and pro-formas for all development projects. Include land assembly.	\$2,500				\$2,500		City	• City commissions study • Scoping • Draft recommendations • Final recommendations	Committee+ SEDC+ Regional Energy Office+MTDB	

PROPOSALS FOR ACTION	TIMING/COST					Funding Source	ACTION AGENDA			
	Phase One (within 75 days)	Phase Two (FY 1997-98)	Phase Three (FY 1999)	Phase Four (FY 2000-2002)	Total Funding		Leadership	Key Tasks	Stakeholder Investment	Community Involvement
EDUCATION/YOUTH PROGRAMS (cont.)										
After School Programs. Expand after school programs including computer and other educational training at Malcolm X Library and Tubman-Chavez Community Center.		\$50,000			\$50,000		Schools		City+Committee+ Library + Community Ctr.+EIS+YWCA+YM CA +Schools	
Rotary Club. Establish Rotary Club within study area.	Continue Existing Program						Committee		City+Committee+ Community Ctr.+EIS+YWCA+ YMCA	
Junior Achievement. Establish a junior achievement program within study area.	Continue Existing Program						Committee		City+Committee+ Community Ctr.	
Youth Economic Enterprise Zone. Continue zone within study area.	Continue Existing Program						Committee		City+Committee+ Library + Community Ctr.	
Recreational Leagues. Include recreational leagues in planning and design of future park space within study area for larger playing fields.	Apply Existing Program	\$1,000			\$1,000		City + Energy Commission		City+Committee	
City Staff. Train city staff to use INDEX Energy modeling software.	Apply Existing Program						Energy Commission			
Plan Promotion. Educate community, city, regional office, & development community regarding benefits of Community Preferred Design.	\$2,000				\$2,000		City+ Regional Energy Office +Energy Commission+ Committee		Committee+ Regional Energy Office	
Job Training. Commission feasibility study of developing a vocational technology training center at the current Langley parcel on Euclid Ave.		\$10,000			\$10,000		City		Committee+ SEDC	
Total Funding					\$63,000					

**TOTAL FUNDING**



McKeever/Morris, Inc.  
722 S.W. Second Avenue  
Suite 400  
Portland, Oregon 97204  
fax 503 228-7365  
503 228-7352

## MEMORANDUM

TO: Euclid Station Area PLACE<sup>3</sup>S Project Advisory Committee  
FROM: Mike McKeever  
DATE: 3/3/97  
RE: Summaries of interviews with developers

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At the January Committee meeting we indicated that we would start more discussions with people in the development business to seek their opinions about implementation of the Community Preferred Design. One of the issues we would pursue in particular was the feasibility of mixed use development. During February representatives from SANDAG, the City of San Diego, California Energy Commission and McKeever/Morris met in separate interviews with Paul Buss of Oliver McMillan (Uptown Center), Chip Buttner of Warburton/Buttner Development (associated with the Jacobs Foundation), and William Jones of CityLink Investment Corporation. We also met with Jack Limber of the Metropolitan Transit Development Board to seek information on joint development opportunities at and near the trolley stations.

Information from the meetings with the three development interests is summarized below. In some cases they agreed with each other, in other cases they did not. This information is presented in a manner to focus attention on the opinion or idea, rather than the source. The information from the meeting at MTDB is summarized separately.

### THOUGHTS AND OPINIONS FROM MEETINGS WITH DEVELOPMENT INTERESTS

- Mixed use that involves retail on the second floor as well as the ground floor probably won't work. The second floor could have limited office uses (e.g. insurance, real estate offices), but there is a lot of nice office space available downtown San Diego at good prices. Housing would be the best use for the floors above retail.
- Vertical mixed use (different uses in same structure) is a bad idea. Mixed use that encourages housing close by with retail uses would help attract the retail uses and make them economically viable.
- The more housing opportunities located near the core area the better.
- Rowhouse and small lot single family is a hot market.
- Condominiums are dead for foreseeable future because of legal liability problems in California.
- Multi-family on top of retail would require public subsidies to function in the market; constructions costs would be too high for renters to pay full costs.



- A joint development project at the 24th stop in National City will be open later this spring. It includes structured parking with an adult education center over the top.
- MTDB wishes to preserve the current number of parking spaces and bus circulation at transit stops. It is flexible on how this is accomplished. Land swaps are a possibility.
- MTDB owns land south of the Tubman Chavez Center that should be considered in any joint development proposal for the Market and Euclid station.
- Re-locating parking from current surface lot to a portion of the Langley site could be considered. See joint development policy for what considerations would have to be addressed.
- MTDB will proceed with a Request for Proposals or Request for Qualifications after there is sufficient evidence of serious interest in a development, and the Board supports the concept.

# PLACE<sup>3</sup>S

## LANGLEY DEVELOPMENT

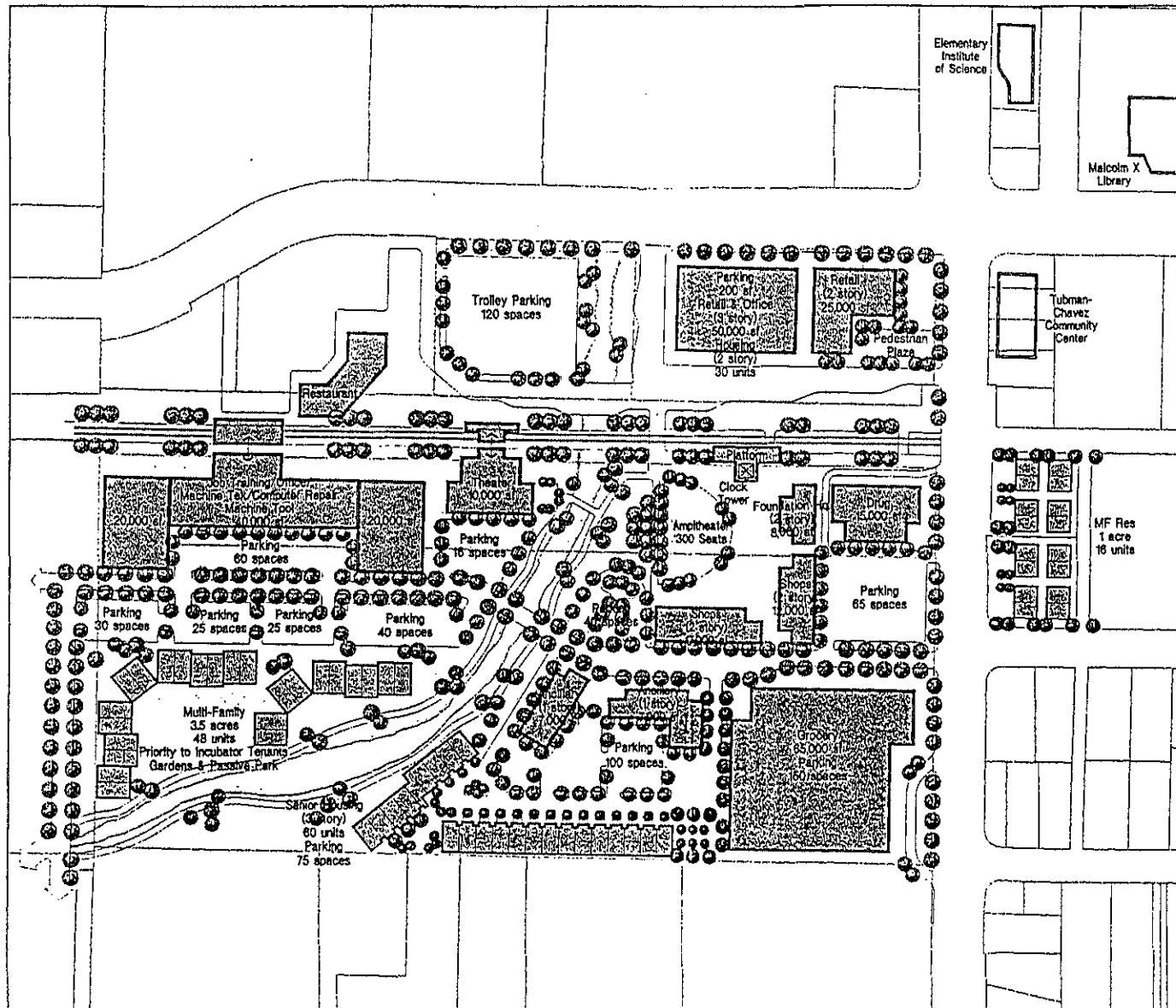
San Diego, California

### DEVELOPMENT PROGRAM

Total Site Area: 781,031 sq. ft. (17.93 acres)  
 Developable Site Area: 531,432 sq. ft. (12.2 acres)

#### PREFERRED ALTERNATIVE

USE	BUILDING Sq. Ft.	PARKING Rate	Spaces
<b>COMMERCIAL:</b>			
Foundation Headquarters	8,000	18/1,000 sf	13
Drug Store	15,000	4/1,000 sf	60
Grocery	65,000	4/1,000 sf	260
Job Training/Office	80,000	18/1,000 sf	128
Theater	10,000	18/1,000 sf	18
Ancillary Pkgs. (2)	14,000	18/1,000 sf	22
Shops	28,000	4/1,000 sf	110
MTDB Office/Retail	75,000	18/1,000 sf	120
<b>Total</b>	<b>298,000</b>		<b>735</b>
<b>PUBLIC:</b>			
Public Square	28,600	18/1,000 sf	45
Park	100,000	18/1,000 sf	98
<b>RESIDENTIAL:</b>			
Garden Bungalows	48	125/unit	60
Senior	80	125/unit	76
MTDB	30	125/unit	38
<b>Total</b>	<b>210</b>		<b>170</b>



EUCLID TROLLEY STATION  
PLACE'S COMMUNITY PLANNING PROJECT

